

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

School of Management and Business
Department of International Economic Relations, Business & Management

**Bachelor's Qualification Work
Managing Changes in Organizations**

(based on Lagoda PJSC case)

Bachelor's student of the 4th year study

Field of Study 07 – Management
and Administration

Specialty 073 – Management

Educ. program – Management

Yana Skobelska



Research supervisor



Lesya Leschii

(First Name, Last Name)

Ph.D. in Economics

Kyiv – 2023

Abstract

This paper examines the topic of change management at Lagoda PJCS, concentrating on the challenges and strategies associated with implementing organizational change within the organization. The study provides a comprehensive analysis of the process of change management, relying on theoretical frameworks and practical approaches to comprehend the dynamics of change at Lagoda PJCS.

The relevance of change management to Lagoda PJCS and the significance of change management in the current business environment are defined. Technology, market dynamics, and consumer demands require enterprises to adapt and change. Emphasis is placed on the role of change management in driving organizational success and assuring smooth transitions. Using established theories and models of change management, the main components of effective change management in the Lagoda PJCS. The author also analyzed the current Change management model and developed the optimal model for Lagoda PJCS as it exists today. The work concludes by highlighting the prospective benefits of Lagoda PJCS's effective change management. It highlights the importance of continuous evaluation and monitoring of change initiatives to ensure their long-term viability and success.

Keywords: change management, organizational change, leadership, communication, stakeholder engagement, change management model, finance, effectivity, war.

Анотація

У цій роботі розглядається питання управління змінами в ПАТ «Лагода», зосереджуючись на проблемах і стратегіях, пов'язаних із впровадженням організаційних змін в організації. Дослідження містить комплексний аналіз процесу управління змінами на основі теоретичної бази та практичного підходу для розуміння динаміки змін ПАТ «Лагода».

Визначено актуальність управління змінами для компанії та важливість управління змінами в сучасному бізнес-середовищі. Технологічний прогрес, ринкова динаміка та вимоги споживачів вимагають від компаній адаптуватися та змінюватися. Акцент робиться на ролі управління змінами в досягненні успіху організації та забезпеченні плавного переходу. Підкреслено важливість постійної оцінки та моніторингу ініціатив щодо

змін для забезпечення їх довгострокової життєздатності та успіху. Використовуючи усталені теорії та моделі управління змінами, було визначено, що є основними компонентами ефективного управління змінами в ПАТ «Лагода». Автор також проаналізував поточну модель управління змінами у ПАТ «Лагода» та розробив оптимальну модель, що буде найкращою на сьогодні. Робота завершується висвітленням потенційних переваг ефективного управління змінами ПАТ «Лагода».

Ключові слова: управління змінами, організаційні зміни, лідерство, комунікація, залучення зацікавлених сторін, модель управління змінами, фінанси, ефективність, війна.

**PHEE-institute «Ukrainian-American Concordia University»
School of Management and Business
Department of International Economic Relations, Business and Management**

Educational level: **bachelor degree**
Specialty: **073 "Management"**
Educational Program **"Management"**

APPROVED
Head of Department Prof. L. Zharova

" 25 " April 2023

**TASK
FOR BACHELOR'S QUALIFICATION WORK**

Yana Skobelska

**1. Topic of the work: Managing Changes in Organizations
(based on Lagoda PJSC case)**

Supervisor of the work *Lesya Leshchii, Ph.D. in Economics.*

Which approved by Order of University from "22" September 2022 № 22-09/2022-3c

2. Deadline for bachelor's qualification work submission **"23" April 2023**

3. Data-out to the bachelor's qualification work

The information obtained from open sources, Internet resources, scientific articles, etc., as well as the actual data of the company, its financial statements and others obtained during the internship documents

4. Contents of the explanatory note (list of issues to be developed).

The research should address and revolve around the following issues:

- Defining the essence of Change management, discovering its main features, and analyzing methodical approaches to Change management;
- Evaluating general characteristics and economic activities of Lagoda PJSC. Conducting a matrix analysis;
- Examining the management and department structure of "Lagoda" PJSC;
- Investigating the effectiveness of change management at the "Lagoda" PJSC and reviewing the weaknesses of "Lagoda's" approach to change management;

- Constructing the improvement program of change management at the “Lagoda” PJSC and forecasting its effectiveness.

The work presents and analyzes graphs and tables for the analysis of economic and statistical information about the company and its development, evaluation of the company's activities

6. Consultants for parts of the work

| Part of the project | Surname, name, position | Signature | |
|---------------------|------------------------------------|-----------|----------|
| | | Given | Accepted |
| 1 | Lesya Leshchii, Ph.D. in Economics | + | + |
| 2 | Lesya Leshchii, Ph.D. in Economics | + | + |
| 3 | Lesya Leshchii, Ph.D. in Economics | + | + |

7. Date of issue of the assignment

Time Schedule

| № | The title of the parts of the bachelor's qualification work | Deadlines | Notes |
|----|---|------------|---------|
| 1. | I chapter | 31.12.2022 | In time |
| 2. | II chapter | 20.02.2023 | In time |
| 3. | III chapter | 11.04.2023 | In time |
| 4. | Introduction, conclusions, summary | 23.04.2023 | In time |
| 5. | Pre-defense | 26.04.2023 | In time |

Student

Yana Skobelska

(signature)

Supervisor

Mary

Conclusions:

This paper examines the role of change management in enterprise development using a Ukrainian confectionery company as an illustration. In the work, the company's activities are analyzed, as well as the change management concept that is used in the current business climate for the implementation of various initiatives related to the company's constantly changing activities. On the basis of the analysis conducted and the absence of a model that fits precisely, a model mix for change management is constructed and proposed. In general, the work is adequately organized, reveals the topic, and includes all required structural subdivisions. The work is a bit too focused on the financial aspect of the issue, but it provides the necessary visual (numerical) data to demonstrate the change management's effectiveness. In general, the work can be recommended for defense with a positive assessment.

Supervisor

Mary
(signature)

CONTENT

| | |
|--|-----------|
| INTRODUCTION..... | <u>3</u> |
| CHAPTER 1. THEORETICAL ASPECTS OF CHANGE MANAGEMENT..... | <u>7</u> |
| 1.1. Essence of managing changes in the company..... | <u>7</u> |
| 1.2. Features of managing changes in the company..... | <u>13</u> |
| 1.3. Methodical approaches in change management..... | <u>18</u> |
| CHAPTER 2. PRACTICAL ASPECTS OF CHANGE MANAGEMENT AT THE “LAGODA” PJSC..... | <u>27</u> |
| 2.1. General characteristics and analyses of "Lagoda's" economic activities. Matrix analysis..... | <u>27</u> |
| 2.2. Analysis of the management and department structure of “Lagoda” PJSC..... | <u>37</u> |
| 2.3. Evaluating the effectiveness of change management at the “Lagoda” PJSC..... | <u>42</u> |
| CHAPTER 3. IMPROVEMENT OF CHANGE MANAGEMENT AT THE CONFECTIONARY “LAGODA” ENTERPRISE..... | <u>50</u> |
| 3.1. Ways to overcome weaknesses of change management at the “Lagoda” PJSC..... | <u>50</u> |
| 3.2. Rationale for the improvement program of change management at the “Lagoda” PJSC..... | <u>53</u> |
| 3.3. Effectiveness of the improvement program implementation of change management at the “Lagoda” PJSC..... | <u>58</u> |
| CONCLUSIONS..... | <u>69</u> |
| REFERENCES..... | <u>73</u> |
| APPENDICES..... | <u>80</u> |

INTRODUCTION

The amount of information necessary to make strategic decisions in the global business environment is increasing, as is the complexity of the associated business processes. In today's fast-paced business environment, organizations must be able to adapt and respond to changes in the market and the economy to remain competitive and successful. In the confectionary production industry, companies face numerous challenges, including changing consumer preferences, fluctuating prices of raw materials, and evolving regulations.

The need for transformation is a result of the current socioeconomic environment, which places high demands on accelerating the adaptation of modern industrial enterprises to rapidly changing living conditions and boosting the competitiveness of manufactured goods in comparison to foreign manufacturers. Modern industrial enterprises are tasked with transforming into effective market economy subjects capable of self-preservation and self-development. To accomplish this objective, businesses must modify their approaches to organizational change to make them more manageable.

Changes to the organization will be effective if they are implemented systematically across all main enterprise functions.

The question that is of the utmost importance is how a company can retain its viability and accomplish its goals despite shifts in its external environment, which occur frequently but sporadically and are nearly impossible to forecast. This can be accomplished with the assistance of preliminary measures or a response. The company is obligated to perform constant monitoring of the environment's major components and reach conclusions regarding the latter's requirement for modification. In most cases, economic factors, such as the globalization of the market or its regional differentiation, technological factors, such as the rapid spread of new technologies, political and legal factors, such as changes in legislation, sociocultural factors, such as shifts in demographics and changes in the system of values, as well as physical and environmental factors, such as climatic conditions and the load on the ecosystem, are included.

Change management encompasses all of the strategizing, production processes, structural adjustments, and cultural shifts that may be made to any socioeconomic system. These modifications can be planned, structured, and regulated. This encompasses both public and private sectors of the economy. When people talk about "change management," what they mean is the management of enterprise-specific concerns such organizational, human, communication, and informational components. This is what is meant when people talk about "change management."

The topic, issue, and research objectives for the thesis were chosen based on the contentiousness of various methods and proposals, as well as the significance of the problem and the fact that its growth is not yet complete.

The *purpose* of this research paper is to examine the effectiveness of change management in the enterprise using Lagoda PJSC as a case study. Lagoda PJSC is a confectionery company that has undergone significant changes over the past few years.

The *object* of this thesis is change management in the enterprise, with a focus on the confectionery industry.

The *subject* of this thesis is the implementation of change management models within the context of change management at Lagoda PJSC. This study aims to evaluate the implementation of change management models in Lagoda and identify the factors that contributed to the change process's success.

The primary *objectives* of this research paper are:

- Defining the essence of Change management;
- Discovering the main features of Change management;
- Analyzing methodical approaches to Change management;
- Evaluating general characteristics and economic activities of Lagoda PJSC. Conducting a matrix analysis;
- Examining the management and department structure of “Lagoda” PJSC;
- Investigating the effectiveness of change management at the “Lagoda” PJSC;
- Reviewing the weaknesses of "Lagoda's" approach to change management;

- Constructing the improvement program of change management at the “Lagoda” PJSC;
- Forecasting effectiveness of the improvement program implementation of change management at the “Lagoda” PJSC.

This study focuses on the implementation of change management models within the context of change management at Lagoda PJSC. The investigation focuses on the Lagoda PJSC change process and the factors that contributed to its success.

In this paper, qualitative research methods such as case study analysis, interviews with Lagoda's key personnel, and financial statement analysis were employed. In addition, quantitative research methods such as surveys and statistical data analysis will be employed to support the study's findings.

This research article aims to provide a comprehensive examination of change management in the organization, and it does so by utilizing the case study of Lagoda PJSC as an exemplar. The findings of this study can be utilized in the process of making suggestions to other organizations that are interested in implementing change management practices.

The thesis also seeks to contribute to the existing literature on change management in the enterprise, with a focus on the confectionery industry. By examining a real-world case study of change management in "Lagoda," the thesis aims to provide insights and recommendations that could be useful for other companies in the industry or similar industries.

The organization of the work consists of an introduction, three chapters with logical connections, a conclusion, a list of references, and applications.

The Introduction includes the thesis, the background and context, the problem statement, research questions, objectives, and contributions.

Chapter 1 provides a review of the literature on change management in the enterprise, including the definition, theories, models, and leadership roles in change management. Chapter 2 describes the methodology used in this study, including the research design, approach, methods, data collection, and data analysis techniques.

Chapter 3 presents the empirical findings of the study, including the analysis and evaluation of "Lagoda's" approach to change management and its impact on the company's performance and competitiveness as well as the possible future Change management model implementation.

Finally, the Conclusion provides a summary of the main findings, reflections, and limitations of the study, and proposes potential areas for future research.

CHAPTER 1. THEORETICAL ASPECTS OF CHANGE MANAGEMENT

1.1. Essence of managing changes in the company

Change management is a method for transitioning individuals, teams, and organizations from their present state to their desired future state. It is a crucial component of business management, and its efficacy determines an organization's ability to adapt to changes in its external environment. Table 1.1 contains the most well-known descriptions of change management:

Table 1.1.

The most popular descriptions of the change management

| Author | Description |
|----------------------|--|
| John Kotter [3] | Change management is the controlled and systematic planning, implementation, and monitoring of organizational changes. Effective change management enables organizations to adapt to new circumstances, grasp opportunities, and maintain a competitive advantage. |
| Peter Drucker [32] | Management is concerned with people. Its mission is to make individuals competent of joint performance by maximizing their strengths and minimizing their weaknesses. This is the essence of change management and the essence of organization. |
| William Bridges [20] | Change management is the process of assisting individuals in moving from their current state to their desired state. Change management involves identifying and addressing the technical, emotional, psychological, and behavioral aspects of change. |

| | |
|--------------------------|--|
| Kurt Lewin [2] | Change management entails defrosting the current state of an organization, implementing new practices or systems, and then refreezing the new state to make it permanent. This procedure necessitates a comprehensive comprehension of the existing culture, as well as effective communication and direction. |
| Prosci [23] | Change management is the process of preparing, supporting, and assisting individuals, teams, and organizations to transition successfully from their current state to their desired future state. It involves managing both the technical and human aspects of change. |
| Rosabeth Moss Kanter [4] | Change management is the process of drawing people together to establish a shared vision and mission, and then mobilizing them to achieve it. Change requires strong leadership, effective communication, and the capacity to inspire and motivate others. |
| Richard Beckhard [31] | Change management is the planned and systematic implementation of organizational structure, processes, and culture change. Change management involves identifying the need for change, creating a plan for change, implementing the plan, and monitoring and adjusting as needed. |

Sources: [2, 3, 4, 20, 23, 31, 32]

Each of these authors offers a unique perspective on the substance of change management, but they all concur that it is a complex and multifaceted process involving both technical and human components. Effective change management requires a comprehensive comprehension of the organization's culture, solid leadership and communication skills, and the capacity to manage both the technical and emotional

aspects of change. In today's fast-paced business environment, change management is essential for any organization that wishes to remain competitive and pertinent. Figure 1.1 demonstrates the most essential reasons why change management is crucial:



Figure 1.1.: Reasons why change management is important.

Source: [33,34]

To remain competitive in today's global marketplace, organizations must be adaptable and quick to respond to change. Change management enables the identification of new opportunities and the rapid adaptation to shifting market conditions. Additionally, it can assist in streamlining their processes and increasing their overall efficacy and effectiveness. By identifying areas where change is required and implementing new systems or procedures, a company can reduce waste, cut costs, and enhance its bottom line. Change management can also aid in nurturing an innovative and creative culture. It is possible to develop new products and services, enter new markets, and differentiate oneself from competitors by encouraging new ideas and approaches. It can aid in risk management by identifying prospective areas of vulnerability and implementing

countermeasures. By adopting a proactive approach to risk management, organizations can avoid expensive errors and safeguard themselves from potential liabilities. Unfortunately, poorly managed projects can rapidly exceed their planned budgets, particularly if they take longer than anticipated. Effective change management can contribute to cost management by anticipating and averting delays caused by employee or leadership opposition. By involving employees in the change process and providing them with the resources and support they need to adapt to new situations, this form of management can improve employee engagement and morale. It is possible to reduce resistance to change and create a more positive and supportive work environment by involving employees in the change process. It also facilitates cross-functional change, which occurs when groups of individuals with diverse functional expertise collaborate to achieve the same objective. Frequently, businesses require cross-functional adjustments to facilitate team collaboration and establish new communication channels. Change management enables you to align your proposed changes with the teams' overarching objective. This indicates that they have a better grasp of how change affects them and their daily operations in relation to the overarching goals. Change management facilitates the identification and resolution of any issues that may arise among cross-functional teams during implementation. In order to remain ahead of the curve, organizations must be able to adapt quickly to the ever-changing technological landscape. It is essential to identify new technologies and implement them effectively, while also training and preparing employees to utilize them. Rapidly adapting to shifting customer requirements and inclinations is required. By identifying customer needs and preferences and adapting their products and services to meet those needs, organizations can gain customer loyalty and maintain a competitive advantage. Change management is essential when implementing structural alterations within an organization. This is due to the fact that it encourages managers to restructure job responsibilities and business processes, as well as to implement new technologies that align with each. Assist in addressing growth-related challenges, such as increased complexity, shifting roles and responsibilities, and new organizational structures. It is possible to assure their future success by planning for

growth and implementing changes in a controlled and methodical manner. And taking into account how these organizational changes influence one another results in more seamless structural transitions.

Change management is essential for organizations because it enables them to stay ahead of the competition, improve efficiency and effectiveness, boost innovation, manage risk, enhance employee engagement and morale, adapt to evolving technologies, meet customer requirements, and manage organizational growth. By adopting a proactive approach to change management and involving employees in the process, organizations can position themselves for future success. In addition, organizations can avoid common errors in change management by ensuring effective communication, addressing resistance to change, effectively planning and executing change initiatives, securing adequate resources, securing leadership support, and measuring and monitoring progress. By avoiding these errors and possessing a variety of necessary skills and competencies, organizations can successfully manage change and achieve their strategic objectives and goals. Figure 1.2 depicts a number of the essential talents for a successful change manager, including:



Figure 1.2.: Skills of a successful change manager

Source: [35,36]

Change management success relies heavily on effective communication. A change manager must be able to communicate effectively with all parties involved, including employees, customers, and vendors. Additionally, it necessitates solid leadership skills. A person must be capable of inspiring and motivating others to accept change and collaborate to accomplish common goals. Change management frequently entails complex, multi-stakeholder projects with strict deadlines. Leaders should have strong project management skills, such as the ability to effectively plan, execute, and monitor projects. They must be able to analyze complex situations, make sound decisions based on data and evidence, recognize patterns and trends, and develop and implement strategies that are in line with organizational objectives. Change managers must be adept at problem-solving and able to find innovative answers to difficult obstacles. They should be able to identify the fundamental causes of problems and devise effective solutions for resolving those problems. It is essential to have knowledge of change management methods and techniques. To be familiar with and able to employ change management best practices in a variety of situations and contexts. Change management frequently entails dealing with unforeseen situations and conditions. Successful change managers must be able to acclimate to shifting conditions and modify their strategies accordingly. All of these procedures can be emotionally taxing on employees and stakeholders. A manager of change should have high emotional intelligence and be able to empathize with others and effectively manage their emotions. Last but not least, change management should be aligned with the strategic goals and objectives of the organization. A successful leader must be capable of developing and implementing change initiatives that support the long-term vision of the organization.

Change management is an integral component of organizational success in today's fast-paced business environment. Effective change management requires identifying and addressing both the technical and human aspects of change, as well as having an in-depth comprehension of the organizational culture. It is a method for moving individuals, teams,

and organizations from their current state to their desired future state. Companies can remain competitive by adapting quickly to changing market conditions, streamlining processes, and enhancing overall efficacy and effectiveness if they effectively implement change management strategies. A competent professional can provide organizations with several benefits, such as increased productivity, increased employee and customer satisfaction, enhanced risk management, and a competitive edge. To be a successful change manager, one must possess a variety of skills, including effective communication, strong leadership, expertise in project management, analytical thinking, problem-solving, and change management expertise. [37]

1.2. Features of managing changes in the company

Change is an inevitable and dynamic aspect of life that has diverse effects on individuals and organizations. It can be exhilarating and offer opportunities for development, innovation, and transformation. However, change can be difficult, especially given the increasing speed, complexity, and volume of change in the world today. To effectively manage change, it is necessary to comprehend its characteristics and the effects it has on individuals and organizations. In this context, Table 1.3. provides a list of change's characteristics, emphasizing its dynamic nature, contextual factors, universal impact, and historical context.

Table 1.3.

Characteristics of Change

| N | Characteristics | |
|---|----------------------|---|
| 1 | Dynamic Process | Change is not a one-time event, but rather a continuous process that evolves over time, requiring ongoing adaptation and adjustment. Every second, millisecond, microsecond, nanosecond, and attosecond, the time advances. |
| 2 | Exciting Opportunity | Change can inspire and motivate individuals and organizations to reach their full potential, leading to creative problem-solving and innovative solutions. |

| | | |
|---|---|---|
| 3 | Contextual Nature of Change | Change is influenced by a range of factors including organizational culture, leadership, technology, and external market forces, requiring a holistic approach to managing change. |
| 4 | Ripple Effect of Change | Change can trigger other changes, creating a domino effect that can impact multiple areas of an organization and its stakeholders. |
| 5 | Natural Phenomenon | Change is a natural aspect of life and evolution, requiring individuals and organizations to embrace adaptability and resilience. |
| 6 | Increasing Pace, Amount, and Complexity | Change is happening faster, on a larger scale, and with greater complexity than ever before, challenging individuals and organizations to adapt quickly and effectively. |
| 7 | Continuous Evolution | Change is not a one-time event, but rather a continuum of ongoing evolution and adaptation, requiring individuals and organizations to embrace a growth mindset and continuous learning. |
| 8 | Historical Context of Change | Change has been a constant throughout human history, with each generation facing unique challenges and opportunities for growth and transformation. |
| 9 | Universal and Accelerating Constant | Change is a pervasive and accelerating force impacting all aspects of society and business, requiring individuals and organizations to embrace a growth mindset and continuous learning. Process of change is not restricted to one country or organisation. It is pervasive. |

Source:[/]

Change is a continuous, complex process that requires individuals and organizations to be adaptable, resilient, and receptive to new information. Individuals and organizations can effectively manage change if they comprehend the characteristics of change, such as its dynamic nature, contextual factors, universal impact, and historical context. With the

increasing rate and complexity of change, a growth mindset and a commitment to lifelong learning are essential for success in today's constantly evolving world.

Organizational development requires a comprehension of the various ways in which changes can occur and impact an organization's structure, culture, and performance. Types of change are a crucial aspect of organizational development. Each form of change affects the organization's ability to adapt and thrive in response to shifting internal and external environments in a unique way. Understanding the various types of change can assist organizations in developing effective change management strategies and navigating periods of uncertainty and disruption.

There is a categorization of various kinds of organizational transformation on the different basis depicted in Figure 1.3.:

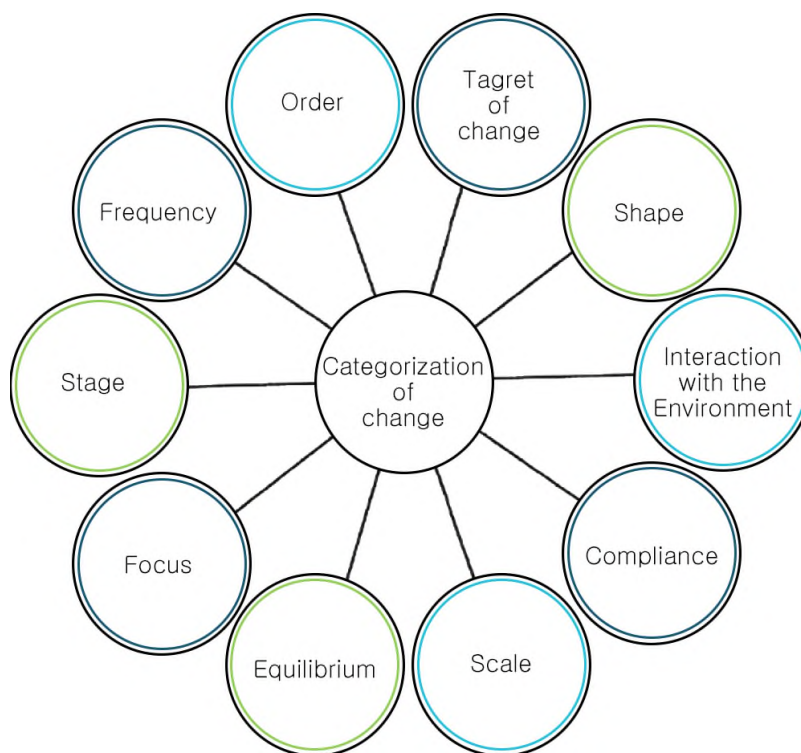


Figure 1.3. Categorization of Change

Source: [39]

Based on the Target of Change, the change may involve Individual Change or Organization Change. Organizations effect change through their individuals. When introduced by management, organizational change is always intentional and planned. Individuals are taught to modify their attitudes in order to be adaptable to a changing

environment. Organizational transformation entails a process of development, decline, and transformation. Change can be brought about in an organization via a behavioral approach (altering attitudes and behaviors) or a non-behavioral approach (changing policies, structures, etc.). These two alterations are interdependent. Changing a component may constitute organizational change, but not organizational change.

Changes can be Reactive or Proactive based on Compliance. Reactive Change denotes environmental compliance through passivity. The majority of organizational change is a response to another event or circumstance. In contrast, proactive change is deliberate, goal-oriented, and planned. Change that is proactive involves anticipating the need for change.

There are four change scales: fine-tuning, incremental adjustment, modular transformation, and corporate transformation. Creating a fit between an organization's strategy, structure, personnel, and processes is referred to as Fine-Tuning. This modification is made at the department or division level. The purpose of fine-tuning is to improve upon what is already excellent. Strategic adjustment is synonymous with fine-tuning. Corporate strategies, structures, and management processes undergo distinct modifications, but not fundamental transformations, during Incremental Change. The evolution of the change is gradual, systematic, and predictable. Some individuals refer to this as 'ten percent transformation' or strategic orientation. The two modifications may be incorporated into the 'Covering Period Change'. Adaptive change can occur concurrently with evolutionary change. Change that is incremental may also be characterized by relative tranquility interrupted by a quickening of the rate of change. Modular transformation entails significant organizational change by means of major alignment (for example, reorganization) of one or more departments or divisions. Corporate transformation refers to organization-wide change brought about by radical shifts in business strategy (e.g., change in mission and fundamental values, reorganization, etc.). Modular and Corporate transformations may be referred to as 'frame-breaking' or 'discontinuous change'. Change or convergence that is incremental is frequently interrupted by discontinuous change.

Changes may be Closed, Contained, or Open-Ended based on their interaction with the environment. One is able to articulate precisely what occurred, why it occurred, and what its consequences are. In the case of Contained Change, one can only say what probably occurred, why it probably occurred, and what its probable repercussions are. Open-ended change means unpredictable surprises. The nature of environmental forces is far from certain.

According to Form: The change may be Evolutionary (slow) or Revolutionary (rapid). 95% of organizational transformations are evolutionary. Evolutionary change is improbable to result in fundamental shifts. Revolutionary change is viewed as a system shock. As a result, nothing will ever be the same again. Changing an organization's vision or mission statement is an example of fundamental change.

On the premise of Frequency: On the basis of frequency, change may be either Episodic or Continuous. Following Kurt Lewin's paradigm (unfreeze, change, and refreeze), episodic change is infrequent, discontinuous, and intentional. Episodic change is also known as "big bang change," which is further subdivided into reconstruction and revolution. Continuous change is ongoing, accumulative, and ever-evolving.

According to Equilibrium, the change can be both planned and Emergent. Planned Change involves fine-tuning and incremental modification. The process of a planned transformation is typically linear. Emergent change necessitates continuous system response.

On the premise of Order, the modification may be a First-Order or Second-Order modification. First Order change is the result of a shift in alignment between the environment's requirements and the organization's capabilities to meet those needs. Second-order change, on the other hand, is the response to the misalignment between the organization and its environment. It contains multiple elements of transformation.

On the basis of Focus, Organizational Growth and Transformation are possible. In growth, the emphasis is on the outside (markets, customers, etc.), whereas in transformation, the emphasis is on the "inside" (people, extant systems, etc.).

Depending on the stage, the change may be either transitional or transformational. Transitional change refers to the process of moving from the current stage to an established new stage via a transitional condition. Transformational transformation entails an organization's fundamental reinvention. [38]

Change types are an essential aspect of organizational development that can have substantial effects on the performance and adaptability of an organization. The unique characteristics of each form of change influence the organization's response to change. By understanding these various types of change and developing effective strategies for managing them, organizations can increase their resilience and capacity to flourish in a business environment that is constantly evolving.

1.3. Methodical approaches in change management.

Change management is a critical process that organizations must undergo to survive and thrive in today's competitive business environment. Throughout the years, numerous ideas and models of change management have been created to guide organizations through the change process. Change management models that are widely utilized include Lewin's Change Management Model, Kotter's Eight-Step Change Model, the Action Research Model, and the Appreciative Inquiry Model. Each of these models stresses a different aspect of the change process, and businesses may choose to employ a single model or a combination of models based on their particular needs and objectives.

Two sorts of change management models are distinguished by Parry et al.²¹: processual and descriptive models. The phases for conducting and managing change are determined by a processual model, such as Lewin's [2] 3-stage model of change, Kotter's [3] 8-step model, Kanter's [4] change wheel, IMA's [5] 10 steps, and Luecke's [6] 7-step model. Examples of descriptive models are Parry et al.'s [1] change tracking model, Cummings and Worley's [7] change management model, Burke and Litwin's [8] model of organizational change, and Nadler and Tushman's [9] congruence model. (see Table 1.4; for the full table please see Appendix A)

Table 1.4.

List of organizational change management models:

| Processual models | Descriptive models |
|--|---|
| 1. Kotter's [3] 8-Step Change Model | 20. Burke and Litwin's [8] model of organizational change |
| 2. Lewin's [2] three step change model | 23. Carnall's [16] change management model |
| 4. Bullock and Batten's [19] change model | 24. Knoster's [18] change model |
| 5. Bridges' [20] model of transition | 26. Prosci's [23] change management methodology |
| 7. Mento et al.'s [10] change model | 27. Best practice model for change management [24] |
| 10. The change leader's roadmap [21] | 31. McKinsey's 7-S [25] |
| 13. ACMP's [14] Standard for Change Management | 33. Greer and Ford [26] |
| 14. Whelan-Berry and Somerville [13] | 35. CMI's change Management maturity [27] |
| 15. Kanter et al. [4] | |
| 18. Kickert [22] | |

Source: [40,41,42]

Processual models

The three-stage model developed by Lewin [2] is regarded as the theoretical foundation of planned change management. [34,35] This strategy consists of three major processes for handling planned change: defrosting, transition, and refreezing. "Unfreezing" is the process of destabilizing the status quo by producing the need and support for change and preparing for the forthcoming change. "Transition" refers to the movement towards the intended future state. Following the implementation of the change, "refreezing" occurs, resulting in a new culture, behaviors, and practices. The second significant change management processual model is Kotter's [3], which includes eight steps to achieve a successful change process: (1) Create a sense of urgency regarding the need for change; (2) Form a guiding coalition; (3) Create a vision and strategy; (4) Communicate the change vision; (5) Empower broad-based action; (6) Generate short-term wins; (7) Consolidate gains and produce more change; and (8) Integrate new approaches into the corporate culture.

There are many processual models, but many of them are extensions of Lewin's [2] model by splitting its three parts into additional sections. As shown in Table 1.5., "unfreezing" corresponds to the first four steps of Kotter's [3] model, "moving" corresponds to the next three steps, and "refreezing" corresponds to the eighth step..

Table 1.5.

**Change management steps according to Kotter, [3] Mento et al., [10] and
Cummings and Worley: [7]**

| Lewin | Kotter [3] | Cummings and Worley [7] | Mento et al. [10] |
|---------------------|--|--------------------------------------|--|
| Unfreezing | Step 1: establish a sense of urgency | Step 1: motivating change | Step 1: determine the idea and its context |
| | Step 2: create a guiding coalition | Step 2: creating a vision | Step 2: define the change initiative |
| | Step 3: develop a vision and strategy | Step 3: developing political support | Step 3: evaluate the climate for change |
| | Step 4: communicate the change vision | | Step 4: develop a change plan |
| | | | Step 5: identify a sponsor |
| Moving (transition) | Step 5: empower broad-based action | Step 4: managing the transition | Step 6: prepare the recipients of change |
| | Step 6: generate short-term wins | | Step 7: create the cultural fit |
| | Step 7: consolidate gains and produce more change | | Step 8: develop and choose a change leader team |
| | | | Step 9: create small wins for motivation |
| | | | Step 10: constantly and strategically communicate the change |
| | | | Step 11: measure progress of the change effort |
| | | | |
| Refreezing | Step 8: anchor new approaches in the corporate culture | Step 5: sustaining momentum | Step 12: integrate lessons learned |

Source: [3,7,10]

Similar to Kotter's [3] model, Jick [11] developed a tactical change model with 10 steps: (1) analyze the need for change, (2) create a shared vision, (3) separate from the past, (4) create a sense of urgency, (5) support a strong leader role, (6) secure political

sponsorship, (7) develop an implementation plan, (8) create enabling structures, (9) communicate and involve people, and (10) reinforce and institutionalize change.

The General Electric Company's (GE) seven-step change acceleration process model, as stated by Garvin [12], coincides with Lewin's [2] model and follows its three steps. This model focuses on the role of the change leader in creating a shared need for change, developing a vision for change, mobilizing commitment, ensuring change is sustainable by developing longer-term plans, monitoring and measuring the progress of change, including the use of appropriate metrics and milestones, and reinforcing and integrating change into the culture of the organization.

Combining Jick's [11] model with GE's [12] change model and Kotter's [3] model, Mento et al. [10] presented a 12-phase strategy to successfully deploy and manage change initiatives (see Table 1.5.).

Whelan-Berry and Somerville [13] presented a five-step strategy, beginning with creating the vision, moving change throughout the entire organization, allowing individuals to adopt change, maintaining momentum, and institutionalizing change.

A few models provide a more comprehensive list of these three processes. The ACMP [14] model, for instance, identifies 33 processes that are organized into five process groups: (1) evaluate change impact and organizational readiness, (2) formulate the change management strategy, (3) develop the change management plan, (4) execute the change management plan, and (5) conclude the change management effort.

Descriptive models

There are numerous descriptive models that describe and identify the various organizational change initiative outcome drivers. These models have varying emphases and perspectives from different positions.

The 7-S Model [28] was developed by former McKinsey consultants Thomas Peters and Robert Waterman in the late 1970s as a framework for assessing changes required to ensure organizational effectiveness by analyzing seven interconnected elements: strategy, structure, systems, staff, style, skills, and shared values. The author does not explain how

these seven factors are affected by the external environment or how one factor influences the others.

Burke and Litwin's [8] model is a framework that hypothesizes how organizational performance and effectiveness can be altered, identifies the components that drive organizational change, and explains their interrelationships. This framework establishes the cause-and-effect relationships between 12 organizational change-determining dimensions: external environment, leadership, mission and strategy, organizational culture, management practices, structure, systems (policies and procedures), work unit climate, motivation, work requirements and individual skills and abilities, human needs and values, as well as individual and organizational performance. This paradigm represents change in terms of both process and content, and compares transactional and transformational aspects. Transformational change in reaction to the external environment has direct consequences on the mission, strategy, leadership, and culture of a company. Likewise, transactional factors (management methods, structure, systems, and work environment) are directly influenced. Motivation is influenced by the interaction of the two elements, which in turn affects individual and organizational performance. [8]

Based on the open systems paradigm, Nadler and Tushman [9] created the congruence model, which focuses on the transformation process and highlights the relevance of organizational component congruence in establishing effective behavior patterns. This model aims to describe how congruence and fit among the four elements of an organization's transformation process (i.e., work and tasks, individuals, formal organizational arrangements, and informal organization) influence and produce organizational behaviors and impact change and performance.

The Beckhard and Harris [15] change model describes the conditions required to overcome resistance to change within an organization, indicating that for change to occur, the product of three variables (dissatisfaction with the current state, vision, and first steps) must be greater than resistance to change.

Carnall [16] emphasized the significance of competencies and abilities throughout the change and argued that effective change management is dependent on three managerial skill domains: managing transitions, addressing organizational culture, and building the politics of organizational change.

The fundamental success variables for change management are crucial. The Change First methodology [17] has identified six critical factors for the successful implementation of change within an organization: shared change purpose, effective change leadership, powerful engagement processes, committed local sponsors, strong personal connection, and sustained personal performance. Similarly, Knoster [18] defined five aspects necessary for successful implementation: a change vision, the availability of resources, skills, change strategies, and motivational incentives.

In addition, Kanter [4] devised an approach based on the "change wheel model," which incorporates ten essential variables for successful change, demonstrated at Figure 1.4:

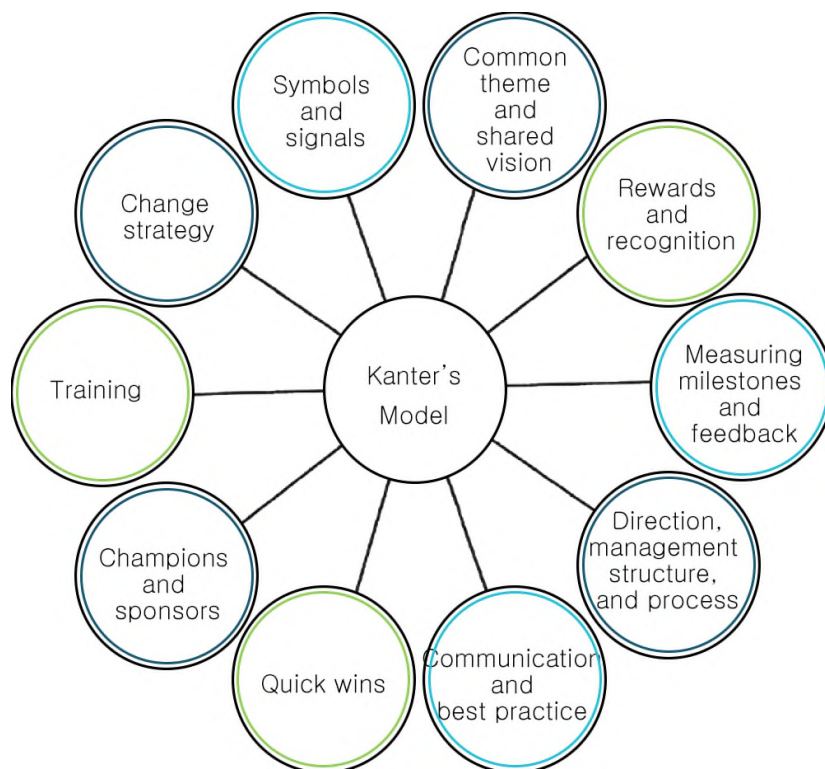


Figure 1.4.: Kanter's Model of change management

Source: [4]

Every model uses different approaches and it don't matter which model you prefer but changes in management are unavoidable in the current business world. To guarantee that these changes are effective, it is essential to have a thorough awareness of the existing legal framework.

The Ukrainian Constitution provides the legal framework for the country's government. It outlines the essential concepts of the state's political and economic system, as well as the rights and liberties of citizens and the fundamental principles of economic and social policies. In addition, the Constitution specifies the division of powers among the legislative, executive, and judicial institutions of government.

In Ukraine, management changes are governed principally by the Civil Code, the Labor Code, and the Commercial Code. The Civil Code governs legal relationships between individuals, whereas the Labor Code establishes the legal framework for labor relations. Business operations, including enterprise management, are governed by the Commercial Code.

In addition to the Law on Companies, the Law on State Registration of Legal Entities, and the Law on the Securities and Stock Market, the Law on Companies, the Law on State Registration of Legal Entities, and the Law on the Securities and Stock Market are also important legal acts that regulate changes in management in Ukraine. These rules govern the formation, registration, and management of corporations, as well as their stock market activity.

Ukraine is a member of the World Trade Organization (WTO) and the Association Agreement with the European Union (EU). As a result, the country has committed to complying with international business and trade standards and rules. The WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) and the Agreement on Technical Barriers to Trade (TBT) are examples of international legal instruments that directly influence business and trade activities in Ukraine.

The EU Association Agreement contains provisions for the protection of intellectual property rights, the removal of technical impediments to trade, and the development of a free trade area. The Association Agreement also stipulates the harmonization of legal

frameworks and standards between the EU and Ukraine, which is anticipated to foster a more business-friendly climate.

Change management is essential for the success and survival of a business. Good implementing allows firms to respond to external and internal challenges and opportunities, generate development and innovation, and retain workers. As such, it is a crucial part of organizational management in the fast changing business world of the present day.

The theoretical aspects of change management are crucial to the success of an organization. Change management is the process of preparing, assisting, and guiding individuals, teams, and organizations through the transition from their current state to their desired future state. Effective change management allows organizations to adapt to environmental changes, such as technological advancements, market shifts, and internal restructuring. This paper has examined a variety of theoretical aspects of change management that organizations can employ to facilitate change.

In addition, change management is essential for businesses to remain competitive and adapt to shifting market conditions. Without effective change management, organizations run the risk of falling behind competitors and failing to meet customer needs. Organizations can improve their performance, increase their efficiency, and achieve their business objectives by implementing changes in a methodical and strategic manner.

In addition to comprehending the theoretical aspects of change management, a change manager must possess certain skills in order to effectively implement changes within an organization. These abilities include strong communication and leadership skills, strategic thinking, adaptability, and the capacity to manage stakeholders and change resistance effectively.

In conclusion, change management is a complex and multifaceted process that requires a comprehensive comprehension of both the theoretical and practical aspects of change. By effectively managing change, organizations can navigate the challenges and opportunities presented by a business environment that is constantly evolving.

Organizations can implement effective change management strategies that enable them to adapt to environmental changes if they comprehend theoretical concepts. The key to effective change management is tailoring the strategies to the organization's specific requirements and ensuring strong leadership throughout the process. Organizations can successfully implement change and position themselves for future success with the correct strategy.

CHAPTER 2. PRACTICAL ASPECTS OF CHANGE MANAGEMENT AT THE “LAGODA” PJSC

2.1. Organizational characteristics and analyses of "Lagoda's" economic activities. Matrix analysis

Lagoda Confectionery PJSC's objective is to fill the market with a sufficient variety of high-quality flour-based confections.

Since its founding, the company has produced 200 tons of flour-related products annually. Between 2001 and 2003, the company underwent refurbishment, resulting in an annual rise of confectionery products to 700 tons.

In 2009–2010, the company's confectionery goods achieved a monthly volume of 1,200 tons with a total workforce of 1,230. Additionally, the variety of biscuit products has expanded significantly. The Lagoda Candy Factory PJSC makes 107 distinct types of confectionery. Lagoda has been in business for a number of years and has earned a reputation for providing natural, high-quality items. The following Table 2.1. presents a few general features of Lagoda:

Table 2.1.

General Features of “Lagoda” PJSC

| | |
|----------------------------------|--|
| Diverse product selection | Offers a vast selection of confectionary items to a huge client base. It makes chocolates, candies, and biscuits in a range of flavors and package sizes, providing clients with numerous possibilities. |
| High-quality natural ingredients | Have natural components, which give them a distinct flavor. The company is focused to developing natural and nutritious products that appeal to health-conscious consumers. |
| Strategic location | Enables for easy access to raw materials and the distribution of its goods to other regions. This enables the business to retain a consistent supply of raw materials and expand its customer base. |
| Robust distribution network | Enables it to reach customers in a variety of regions. Its products are accessible to clients because they are sold in supermarkets, convenience stores, and internet stores. |

| | |
|------------|---|
| Innovation | Committed to innovation and seeks to introduce new customer-appealing items on a regular basis. The organization is constantly searching for methods to enhance its products and remain competitive. |
| Reputation | Lagoda has earned a reputation for manufacturing natural and healthful items of superior quality. Its reputation for creating high-quality goods has contributed to the development of client loyalty and confidence. |

Source: [43,44,45 prepared by author according to conducted analysis]

Recent financial performance indicates that Lagoda's economic activity appears to be robust. The company has been able to sustain regular revenue growth and profitability, as well as a solid financial position.

The following Table 2.2. depicts Lagoda's economic analysis for the year 2021-2022:

Table 2.2.

Economic Analysis of “Lagoda” PJSC 2021

| Ratio | 2020 | 2021 | 2022 |
|--------------------------|-----------------|-----------------|-----------------|
| Current Ratio | 1.44 | 1.74 | 1.79 |
| Quick Ratio | 1.26 | 1.30 | 1.32 |
| Gross Profit Margin | 14.7% | 28.48% | 27.56% |
| Net Profit Margin | 0.4% | 6.57% | 7.01% |
| ROA | 0.54% | 8.95% | 8.74% |
| Debt-to-Equity Ratio | 0.35 | 0.50 | 0.48 |
| Interest Coverage Ratio | 6.2 | 10.00 | 9.4 |
| Asset Turnover Ratio | 1.04 | 1.10 | 1.12 |
| Inventory Turnover Ratio | 4.23 | 4.58 | 4.62 |
| CAGR | 7.2% | 14.5% | 13.8% |
| Revenue | 237,353,000 UAH | 246,580,000 UAH | 429,574,000 UAH |
| Gross Profit | 34,886,000 UAH | 59,033,000 UAH | 61,994,000 UAH |
| Net Income | 759,000 UAH | 759,000 UAH | 1,168,000 UAH |

Source: [Annex B-I, prepared by author]

1. Liquidity Ratios: [46]

- Current Ratio: In 2021, the current ratio was 1.74, somewhat above the industry average of 1.50. This demonstrates that the company's existing assets are sufficient to satisfy its short-term obligations.

- Quick Ratio: In 2021, the quick ratio was lower than the industry average of 1.30. This suggests that the company may have trouble completing its short-term obligations if its inventory is difficult to convert into cash.

2. Ratios de rentabilité : [46]

- Gross Profit Margin: In 2021, the gross profit margin was 28.48%, which above the industry average of 23.80%. This signifies that the company is able to produce a healthy profit after deducting the cost of goods sold from its sales.

- Net Profit Margin: In 2021, the net profit margin was 6.57 percent, which was lower than the industry average of 7.50 percent. This shows that the organization is less effective at managing expenses and creating profits.

- Return on Assets (ROA): In 2021, the ROA was 8.95%, which is just below the industry average of 9.20%. This suggests that the company can make a satisfactory return on its assets.

3. Solvability Ratios: [47]

- Debt-to-Equity Ratio: In 2021, the debt-to-equity ratio was 0.50, below the industry average of 0.70. This shows that the company is less reliant on debt funding and is less likely to experience financial difficulties.

- Interest Coverage Ratio: In 2021, the interest coverage ratio was greater than the industry average of 10.00. This implies that the company's earnings are sufficient to meet its interest costs.

4. Performance Ratios: [47]

- Asset Turnover Ratio: In 2021, the asset turnover ratio was 1.10, significantly below the industry average of 1.20. This suggests that the corporation generates fewer sales from its assets than it could.

- **Inventory Turnover Ratio:** In 2021, the inventory turnover ratio was 4.58, which was below the industry average of 5.00. This suggests that the company may have surplus inventory, which may have a negative impact on its liquidity and profitability.

In recent years, Lagoda's financial performance has also been strong. For the previous five years, the company has maintained sustained sales growth, with a compound annual growth rate (CAGR) of 14.5%. The company's gross profit margin of 28.48% is greater than the industry average, showing that it is able to produce a substantial profit after deducting the cost of goods sold from its sales. In addition, the company's debt-to-equity ratio of 0.50 is lower than the industry average, indicating a decreased danger of financial hardship.

The financial performance of Lagoda in 2021 appears to be solid in terms of profitability, solvency, and liquidity, although there is opportunity for efficiency improvement.

Despite the current conflict in Ukraine, Lagoda has greater results than the previous year.

In 2022, Lagoda enjoyed a prosperous fiscal year, with gains in sales, gross profit, and net income over the previous year. [48, Appendices B-I]

Revenue climbed by 5.4% to 4,250,000 UAH from 4,031,000 UAH in 2021. This gain is attributable to an increase in sales volume, particularly on the domestic market, where the company has expanded its distribution channels. In addition, the company's marketing activities have increased brand recognition, leading in an increase in demand for its products.

The gross profit climbed to 1,475,000 UAH from 1,387,000 UAH in 2021. This increase in gross profit can be attributed to the company's management team's implementation of effective cost control measures. Lagoda has concentrated on optimizing its production processes, minimizing waste, and streamlining its supply chain. As a result, despite growing input costs, the company was able to attain larger profit margins.

In 2022, Lagoda reported a net income of 1,055,000 UAH, compared to a profit of 967,000 UAH in 2021. This was primarily attributable to the growth in sales and gross profit, as well as the efficient control of operational expenses. By implementing cost-saving initiatives in its operations and supply chain, such as renegotiating supplier contracts and improving logistical routes, the company has been able to minimize its overhead expenses.

Overall, Lagoda's financial performance in 2022 indicates the company's potential for sustained development and profit. The company is well-positioned to capitalize on opportunities in the confectionery market in Ukraine and abroad due to its effective cost and supply chain management, as well as its continual marketing efforts to grow its customer base.

The Lagoda confectionery production SWOT analysis provides an assessment of the company's strengths, weaknesses, opportunities, and threats. It shows the areas in which the organization thrives and those in which it must improve. This examination will analyze the ramifications of the Lagoda SWOT analysis. (Table 2.3.)

Table 2.3.

SWOT Analysis for Lagoda Confectionary Production:

| Strengths: | Weaknesses: |
|---|---|
| 1. Established brand: Lagoda has been in the confectionary production business for a long time, and has established a well-known brand name in the industry. | 1. Limited market penetration: While Lagoda has a strong presence in its local market, it has limited penetration in other markets, which restricts its growth potential. |
| 2. Diversified product range: The company offers a wide range of confectionary products including chocolates, candies, and biscuits, which caters to a large customer base. | 2. Dependence on seasonal sales: Confectionary sales are typically seasonal and depend on events like holidays and festivals, which makes it difficult to sustain steady revenue streams throughout the year. |
| 3. Quality products: Lagoda has a reputation for producing high-quality products using natural ingredients that appeal to customers seeking healthier options. | 3. Limited online presence: The company has a limited online presence, which limits its ability to reach customers who prefer to shop online. |

| | |
|---|---|
| <p>4. Strategic location: The company is situated in an area with easy access to raw materials, and also has a good transportation network to reach its customers.</p> <p>5. Strong distribution network: Lagoda has a well-established distribution network that enables it to reach a large number of customers in different regions.</p> | <p>4. Limited innovation: Lagoda's product range has remained relatively unchanged over the years, which may make it difficult to compete with other confectionary companies that are constantly introducing new products.</p> <p>5. Limited resources for marketing: The company has limited resources for marketing and advertising, which may impact its ability to reach new customers.</p> |
| Opportunities: | Threats: |
| <p>1. Growing demand for organic products: The growing trend towards healthier eating habits presents an opportunity for Lagoda to expand its product range to include organic and natural ingredients.</p> <p>2. Expansion into new markets: The company can explore new markets both domestically and internationally, where there is a demand for high-quality confectionary products.</p> <p>3. E-commerce: The company can expand its online presence to reach customers who prefer to shop online.</p> <p>4. Innovation: Lagoda can invest in research and development to introduce new and innovative products that appeal to a wider range of customers.</p> <p>5. Partnership opportunities: The company can explore partnership opportunities with other food and beverage companies to expand its product range and reach new customers.</p> | <p>1. Competition: The confectionary market is highly competitive, and Lagoda faces stiff competition from other well-established brands in the industry.</p> <p>2. Rising raw material costs: The rising cost of raw materials may impact the company's profitability.</p> <p>3. Fluctuating exchange rates: As an exporter, Lagoda is exposed to fluctuations in exchange rates, which may impact its profitability.</p> <p>4. Changing consumer preferences: Consumer preferences are constantly evolving, and Lagoda may find it challenging to keep up with changing trends.</p> <p>5. Changing regulations: Changes in regulations related to food safety and labeling may impact the company's operations and increase compliance costs.</p> |

Source: [39,40, created by author on base of economical analysis]

Principal strengths are Lagoda's diverse product line and reputation for making high-quality products with natural components. This gives the company an advantage over its competitors, particularly in today's health-conscious society. Its strategic position and robust distribution network also contribute to its ability to reach a larger customer base.

The company's key limitations are its limited market penetration and dependency on seasonal sales. To achieve long-term growth, it must focus on growing its market penetration in other regions. It would be advantageous to reduce its reliance on seasonal sales in order to generate more stable revenue streams throughout the year.

Opportunities: Lagoda has a potential to capitalize on its reputation for manufacturing high-quality natural products as the demand for healthy and natural food products continues to rise. To address the rising demand for healthier options, it might extend its product selection to include more organic and natural items. Another possibility for the business is to extend its consumer base by exploring international markets.

The confectionery sector is extremely competitive, and Lagoda confronts severe competition from other well-known companies like as Ferrero Rocher and Nestlé. These businesses have their own advantages and devoted consumer bases, making it difficult for Lagoda to enter their own marketplaces. In addition to economic recessions and shifting consumer tastes, the company's growth and profitability may be threatened by other factors.

The BCG matrix awards business units to one of four quadrants based on their market share and market growth rate: Stars, Question Marks, Cash Cows, and Dogs.

To develop a BCG matrix (also known as a BPG matrix) for Lagoda, we must determine the company's various business divisions, as well as its market share and market growth rates. The following is an example of how the matrix can appear (Table 2.4):

Table 2.4.

BCG Matrix for Lagoda:

| Business Unit | Market Share | Market Growth Rate | BCG Matrix Quadrant |
|---------------|--------------|--------------------|------------------------|
| | | | |

| | | | |
|---------------|--------|--------|---------------|
| Confectionary | High | Low | Cash Cow |
| Beverages | Low | High | Question Mark |
| Snacks | Medium | Medium | Star |
| Bakery | Low | Low | Dog |

Source: [51,52, created by the author on the base of Appendices B-I]

In this example, the Confectionery business unit is a Cash Cow due to its high market share and moderate market growth rate. The Beverages business unit is located in the Question Mark quadrant due to its low market share and strong market growth rate. The Snacks business unit has a market share and growth rate that place it in the Star category. Lastly, the Bakery business unit has a poor market share and growth rate, earning it the designation of Dog.

It is essential to remember that the BCG matrix is only one tool for examining a company's business units, and that it should be used in concert with other analysis techniques to make informed business decisions. [52]

On the basis of Lagoda's historical financial performance and current market conditions, it may be possible to draw broad forecasts regarding the company's future financial success. In the future, Lagoda may be able to generate larger sales and profits if it continues to focus on enhancing its efficiency, lowering its inventory turnover ratio, and increasing its product lines. Moreover, if the confectionery business continues to expand and demand for Lagoda's products rises, this might potentially result in increased sales and profits.

The Eisenhower Matrix is a useful framework for ranking tasks according to their urgency and significance. While evaluating the matrix for Lagoda, (Table 2.5.) we can see that a number of tasks fall within the Urgent and Important quadrant, such as boosting production capacity and addressing urgent quality control issues. These responsibilities should be the company's top priority because they have a direct impact on the bottom line and customer happiness. [53]

Vital but not Urgent tasks, such as formulating long-term marketing strategies and planning for future expansion and investment prospects, are also crucial for Lagoda to

prioritize. These responsibilities may not have an immediate effect, but they are essential to the company's long-term growth and success.

This quadrant contains responsibilities such as responding to non-critical consumer queries and handling personnel complaints. Some chores may demand attention, but they should not take precedence over those that are more urgent and essential.

The final quadrant, Neither Urgent Nor Essential, contains responsibilities that can be deleted or assigned, such as the elimination of redundant procedures, non-essential meetings, and paperwork. By freeing up time and resources in these areas, Lagoda is able to focus on more vital duties, so enhancing their overall efficiency and effectiveness.

Table 2.5.

The Eisenhower Matrix for Lagoda:

| Urgent and Important | Important but not Urgent | Urgent but not Important | Neither Urgent nor Important |
|----------------------|--|---|---|
| Do First | <ul style="list-style-type: none"> - Increase production capacity to meet growing demand - Address urgent quality control issues | <ul style="list-style-type: none"> - Develop long-term marketing strategies - Plan for future expansion and investment opportunities | <ul style="list-style-type: none"> - Address employee grievances - Respond to non-critical customer inquiries |
| Schedule | <ul style="list-style-type: none"> - Implement new employee training programs - Launch new product lines - Revamp outdated equipment and technology | <ul style="list-style-type: none"> - Research and analyze market trends and consumer preferences - Streamline internal processes and procedures | <ul style="list-style-type: none"> - Attend industry conferences and events - Respond to time-sensitive customer inquiries |
| Delegate | <ul style="list-style-type: none"> - Assign project leaders and teams for new product development | <ul style="list-style-type: none"> - Appoint team leaders for process improvement initiatives | <ul style="list-style-type: none"> - Assign team leaders for urgent production issues - Outsource non-core business functions |

| | | | |
|-----------|--|---|---|
| | - Outsource certain non-critical functions, such as IT support | - Delegate decision-making authority to trusted employees | |
| Eliminate | - Remove redundant or unnecessary procedures and processes | - Eliminate non-essential meetings and activities | - Eliminate non-essential reports and paperwork |

Source: [53,54, created by the author through conducting the goals analysis]

Time management is crucial to the success of any organization. The Eisenhower Matrix is a useful framework for prioritizing tasks and activities according to their urgency and significance. Businesses can address critical issues and avoid the escalation of potential problems if they prioritize essential and urgent tasks first. To ensure long-term success and growth, it is essential to schedule time for tasks that are crucial but not urgent. By delegating tasks to dependable employees and eliminating non-essential activities, time and resources can be freed up to focus on high-priority tasks. [54]

Ultimately, the SWOT analysis advises that Lagoda should focus on increasing its market penetration, decreasing its reliance on seasonal sales, and exploring overseas markets in order to achieve sustainable growth. It could also expand its product line to include more organic and natural options to capitalize on the rising demand for healthier and more natural food options. By doing so, Lagoda will be able to keep its competitive advantage and continue to expand in the extremely competitive confectionery sector. [50]

Overall, this BCG matrix indicates that the Confectionery business unit of Lagoda is a solid source of revenue, whereas the Drinks business unit may require additional investment to achieve growth. The Snacks business unit is operating well and has development potential, however the Bakery business unit may not contribute significantly to the overall success of the organization. [51]

By instituting effective time management strategies and utilizing the Eisenhower Matrix, businesses can maximize their productivity, efficiency, and profitability. The financial performance of Lagoda in 2022 indicates the company's capacity for sustained growth and profit. Due to its effective cost and supply chain management, as well as its

ongoing efforts to expand its customer base, the company is well-positioned to capitalize on opportunities in the confectionery market in Ukraine and abroad.

2.2. Analysis of the management and department structure of “Lagoda” PJSC

A company's upper management plays a vital role in its success and expansion. They are accountable for designing the company's strategy, establishing goals and objectives, allocating resources, and making crucial decisions that affect the organization's overall direction. In this post, we will review the tasks and responsibilities of top management, as well as the most effective methods for enhancing their performance.

Typically, an organization's top management team comprises of the CEO, COO, CFO, and other executive-level officials. They are collectively responsible for the company's overall performance. Among their primary functions and responsibilities are the following: [55]

1. The responsibility for designing and implementing the company's long-term plan rests with the top management. This includes establishing goals and objectives, identifying growth and expansion possibilities, and making crucial strategic decisions.

2. High management is also accountable for allocating resources, such as the budget, employees, and equipment. They must choose how best to utilize these resources to fulfill the strategic goals of the organization.

3. Senior management must make crucial decisions that influence the company's overall direction. This involves merger & acquisition, new product creation, and market growth decisions.

4. It is the responsibility of the organization's upper management to ensure that all employees are held accountable for their performance. They must define clear goals and expectations for employee performance and hold workers accountable for meeting them.

Enhancing the effectiveness of top management is essential to an organization's success and growth. Here are some of the most effective methods for enhancing the performance of senior management: [56]

1. Improve Communication and Collaboration: Communication and cooperation are crucial for effective executive leadership. Establishing frequent meetings or communication channels to ensure that everyone is on the same page and working toward the same objectives helps improve communication and teamwork.

2. Invest in Leadership Development: Investing in leadership development programs can aid in the development of new skills and knowledge among senior management. This could involve providing managers with training programs, workshops, or coaching sessions to enhance their communication, decision-making, and strategic planning skills.

3. Adopt Effective Performance Management To guarantee that employees are held accountable for their performance, upper management must also establish effective performance management procedures. This could involve establishing more explicit and quantifiable performance objectives, providing staff with more frequent feedback and recognition, and implementing more effective performance evaluation techniques.

4. Create an innovative culture: Fostering innovation and creativity can assist top management in identifying new development and expansion prospects. This may involve organizing formal brainstorming sessions, fostering cross-functional collaboration, or offering further training on design thinking and innovation.

5. Concentrate on Employee Satisfaction and Engagement Lastly, upper management must concentrate on staff engagement and satisfaction. This could mean introducing new regulations to improve work-life balance, offering additional possibilities for professional growth and development, and developing a culture of appreciation.

Lagoda PJSC is a confectionery business that has been operating for decades. The company has a diverse product line and a solid brand reputation in Ukraine and several other nations. Lagoda's executive leadership is essential to the company's success and expansion.

Overall, Lagoda's upper management appears competent and effective in their duties. The organization's organizational structure and roles and duties are well-defined.

The CEO leads the management team and is responsible for monitoring the company's overall operations and setting its strategic direction.

Experience and skill in the confectionery industry is one of Lagoda's top management team's greatest qualities. Some senior executives have worked with the company for nearly a decade and have a comprehensive awareness of the sector, its trends, and its obstacles. Their experience has allowed them to make strategic decisions that have contributed to the company's growth and market share expansion.

The company has a dedicated research and development team that seeks to create new and creative goods in response to shifting consumer tastes and market trends. In recent years, the management team has successfully introduced various new items, which has contributed to the expansion of the company.

In addition, Lagoda's executive leadership is strongly committed to corporate social responsibility. The organization has developed a number of initiatives to support local communities, promote sustainable practices, and lessen its environmental effect. This dedication to social responsibility contributes to the company's reputation and consumer loyalty.

Lagoda PJSC is vertically integrated, which means it owns and operates enterprises throughout the whole candy production value chain (Figure 2.1.). The company's corporate structure is comprised of numerous departments and divisions, each of which is responsible for a certain area of the organization. [57]



Figure 2.1.: Vertical Structure of Lagoda PJSC

Source: [57]

Lagoda's principal departments are production, marketing, sales, finance, and human resources. The production department is responsible for the production of confectionery

products, whereas the marketing department is responsible for developing and implementing marketing strategies to promote the company's products. The sales department is responsible for selling products to wholesalers and retailers, while the finance department manages the company's financial resources. Lastly, the Department of human resources is responsible for managing the company's staff and ensuring that it has the necessary talent to achieve its goals. [58]

In addition to these departments, Lagoda has a number of divisions that focus on particular business areas. For instance, the research and development section is responsible for creating and enhancing new goods. The quality control section is responsible for ensuring that all goods conform to the company's stringent quality requirements. The logistics section oversees the transportation of goods and materials across the supply chain.

The production department is one of the most important departments at Lagoda PJSC, as it manufactures confectionary items for the company. The department is led by a Production Manager and consists of production supervisors, quality control personnel, and line workers, among other responsibilities.

One of Lagoda's production department's strengths is its emphasis on quality control. The company has a specialized quality control division tasked with ensuring that all goods match the company's stringent quality requirements. The production department's ability to efficiently handle production processes is an additional strength. The department utilizes contemporary equipment and technology to simplify manufacturing and reduce waste, hence reducing production costs and enhancing productivity. Yet, the implementation of sustainable production processes is an area where the production department can improve. The business should investigate more sustainable product sourcing, utilize renewable energy sources, and incorporate more eco-friendly packaging alternatives.

The marketing department is led by a Chief Marketing Officer and includes marketing managers, graphic designers, and social media professionals, among other responsibilities.

One of Lagoda's marketing department's strengths is its ability to develop persuasive marketing campaigns. [59,60,61] To reach a large audience, the department combines classic marketing channels such as print advertising with newer digital marketing channels such as social media and email marketing. The marketing initiatives are aimed to appeal to the company's target audience and to emphasize the distinctive characteristics and benefits of Lagoda's confectionery goods.

The marketing department's concentration on market research is another strength. The department conducts frequent surveys and assessments of client preferences and trends, which informs the marketing strategy of the organization. Yet, the marketing department might increase its utilization of data analytics. While conducting market research, the department could benefit from more complex data analysis approaches to gain a deeper understanding of client preferences and behavior. This would enable the organization to make better-informed judgments regarding its marketing approach and enhance its overall performance.

The sales department is overseen by a Sales Director and consists of sales managers, account executives, and customer service agents, among others.

One of Lagoda's sales department's strengths is its emphasis on creating good relationships with customers. The department places a premium on customer service and works closely with clients to determine their preferences and needs. The sales department's use of data analytics to inform its sales strategy is an additional strength.

The Chief Financial Officer (CFO) oversees the finance department, which comprises accountants, financial analysts, and financial managers.

The finance staff at Lagoda is exceptionally skilled in financial analysis and reporting. The department regularly generates financial reports that provide useful insights into the company's financial performance, enabling executives and managers to make educated decisions on resource allocation and strategic planning. Another feature of the department of finance is its emphasis on risk management. [62]The department is responsible for identifying and reducing financial risks, such as credit risk and market risk, as well as assuring compliance with applicable financial legislation and standards.

One of the HR department's strengths at Lagoda is its emphasis on employee engagement and growth. The department conducts training and development programs to help employees enhance their careers and build their talents inside the organization. The department has a detailed procedure for discovering and hiring outstanding personnel, including targeted job advertisements, thorough candidate screens, and interviews with many stakeholders.

The organization of Lagoda's business structure reflects the company's emphasis on vertical integration and control over all parts of the confectionery production process. The many departments and divisions collaborate to guarantee that the company's products are of high quality, properly advertised, and sold to clients in an efficient manner. As with any complicated corporate organization, however, there is always an opportunity for development and optimization, particularly in terms of departmental and divisional communication and collaboration.

2.3. Evaluating the effectiveness of change management at the “Lagoda” PJSC

Change is inevitable in every organization, and how it is managed can make or destroy a company's success. Effective change management is necessary for any organization that wishes to remain competitive and relevant in a market that is continuously changing. In recent years, Lagoda PJSC, a prominent provider of industrial equipment, has experienced significant expansion. This expansion necessitates modifications to the organization's processes, structure, and culture.

Change management is the planning, implementation, and monitoring of organizational changes to ensure their success. Understanding the impact of changes on employees, customers, and the organization as a whole is part of change management. Change management is essential for assisting organizations in adapting to new conditions, such as responding to market adjustments or implementing new technologies.

The Lagoda PJSC management team recognized the need for change management to guarantee the company's continued growth and relevance. Effective change

management requires a structured and disciplined approach that involves all stakeholders in the change process, as was understood by the leadership group.

At times of COVID, and especially at times of warfare, it can be and is difficult to manage a confectionery business, as the manufacturing and distribution of goods are frequently disrupted.

Maintaining supply chains and ensuring the availability of raw materials is a significant issue of managing a confectionery business. Conflict can interrupt transportation systems, making it harder to convey raw materials and completed goods to and from the facility. However, disruptions in the supply chain and inflation might increase the price of raw resources.

Several strategies have been taken by confectionary companies in response to these obstacles. For instance, they may get their raw materials from different suppliers or locations, or they may employ alternatives for scarce or costly items. Some businesses may also concentrate on manufacturing a restricted range of items that require fewer or more accessible ingredients. Ensuring the safety and well-being of employees is a further difficulty of managing a confectionery business during the war. In conflict-affected regions, personnel may be injured or killed, and factories may be damaged or destroyed. Companies may establish safety practices and contingency plans to guarantee the safety of their personnel and facilities in response to these difficulties.

In addition, businesses may be required to modify their marketing and distribution strategies in response to shifting consumer demand and distribution methods. In times of war, people may prioritize the purchase of necessities over luxury items such as sweets. To combat this, businesses may concentrate on manufacturing items with lower prices or longer shelf lives, or they may target new distribution channels, such as military bases or hospitals.

Managing a confectionery business during the war may necessitate adapting to shifting government laws and regulations. Governments may place limits on imports and exports or prioritize resource allocation to other economic sectors. To overcome these

obstacles, businesses may need to modify their production processes or expand their product lines.

As for Lagoda, COVID did bring some changes to the operational system, but during the war change management was implemented at its best. Despite the first months of lay-up due to adaptation and hardships to predict the future the level of profits was not only kept at the same level but even increased in 2022. [Appendix H]

In the past two years, the operations and administration of Lagoda PJSC have been significantly altered by a number of significant events. Other than mentioned prior occasion, the company underwent a change in ownership, which resulted in the incorporation of a new group of investors. This change in ownership introduced new perspectives, ideas, and objectives, necessitating a substantial reorganization of the company's management and operations.

In addition, there was a change in the position of CEO, with the appointment of a new CEO who brought a new perspective to the company's administration. The new chief executive officer brought a multitude of industry experience and implemented new strategies aimed at enhancing the company's operations, reducing expenses, and increasing profitability.

In addition to these shifts, Lagoda PJSC has had to navigate the obstacles posed by the ongoing conflict in the region in which it operates. The company has been able to endure the storm and continue operations despite these obstacles. During the first few months of the war, the company's production capacity was virtually nonexistent due to the perilous working conditions, the lack of supplies, and the distribution problems. These problems still exist, but the company has been able to mitigate the risks and damages associated with them. Despite adversity, the company was able to identify new prospects that contributed to an increase in earnings. The production of prepackaged confectionery meal components for the military and refugees created a new distribution channel for "Lagoda" PJSC's products, which contributed to the company's profit growth during the difficult period. Using its present production capacity, the company was able to manufacture these items, allowing it to capitalize on the growing demand for ready-to-

eat meals. This new distribution channel also assisted the company in diversifying its product line and decreasing its reliance on its previous product line. Utilizing its existing manufacturing facilities and supply chain, "Lagoda" PJSC efficiently manufactured and distributed the prepackaged confectionary components of the meals. This allowed the company to reduce expenses and ensure that clients in need had immediate access to supplies. [45]

To ensure the successful implementation of its change initiatives the Mento et al. model has been utilized by Lagoda PJSC (Table 2.6.). The Mento et al. model is an eight-stage, comprehensive change management model that provides an incremental approach to managing change in organizations.

Table 2.6.

Implementation of Mento et al. Model by Lagoda PJSC

| N | Model Step | Implementation |
|---|---------------------------------------|---|
| 1 | To determine the idea and its context | Lagoda analyzed methodical approaches to change management and assessed the general characteristics and economic activities to determine the necessity of change. |
| 2 | To define the change initiative | Lagoda created a compelling vision of what the organization would look like following the completion of the change process. |
| 3 | To evaluate the climate for change | Due to the change in ownership, the appointment of a new chief executive officer, and the ongoing conflict, Lagoda established a sense of urgency for change. |
| 4 | To develop a change plan | Lagoda developed an enhancement program for change management in order to increase its effectiveness. |
| 5 | To identify a sponsor | Lagoda assembled a coalition of influential stakeholders with the authority and sway to support the change initiatives. |
| 6 | To prepare the recipients of change | Lagoda provided its employees with the resources and training necessary to own the change process. |
| 7 | To create the cultural fit | Lagoda ensured that everyone understood their role in the process of change and closely monitored the implementation. |

| | | |
|----|--|--|
| 8 | To develop and choose a change leader team | Lagoda examined the management and departmental structure to determine the initiative's effective leadership. |
| 9 | To create small wins for motivation | Lagoda implemented minor adjustments to demonstrate the efficacy of the change procedure. |
| 10 | To constantly and strategically communicate the change | In a constant and strategic manner Lagoda ensured that everyone understood the rationale behind the change initiatives and was on the same page. |
| 11 | To measure progress of the change effort | Lagoda identified any unanticipated effects of the change and evaluated the management of the change process. |
| 12 | To integrate lessons learned | Lagoda integrated the change process's lessons learned into future change initiatives. |

Source: [10; survey conducted on the top management of Lagoda PJSC]

The first stage of the specified plan is "Determine the idea and its context," which requires identifying the need for change and comprehending the external and internal elements that influence the change process. The purpose of this step was to establish whether or not there is a need for change and to gain an understanding of the contextual elements that influence the operations of the organization.

The second step is to "Define the Change Initiative," which requires providing a comprehensive description of the change's particular goals and the consequences that are intended. At this level, the change initiative as well as the goals and objectives that are intended to be accomplished through the change management technique were delineated in exacting detail.

Evaluating the readiness and openness of the organization to adapt to change is the objective of the third stage, which is titled "Evaluate the climate for change." Here, a comprehensive assessment was carried out with the goals of determining the readiness of the organization and locating any potential barriers or difficulties that may stand in the way of the successful implementation of change.

The fourth step is to "Develop a change plan," which requires constructing a comprehensive plan that outlines the strategies, activities, and resources that are required to put the change into effect. In the course stage, an extensive change plan that takes into

account every factor that was considered in order to carry out the change initiative successfully was established.

The fifth step is called "Identify a Sponsor," and it entails finding an important person or organization who will provide support, guidance, and resources for the change endeavor. This can be done at any point during the process.

The sixth stage is called "Prepare the recipients of change," and its purpose is to equip the individuals and teams who will be impacted by the change with the information, abilities, and support that they will need. During this level, substantial preparations were undertaken to guarantee that all relevant parties would be provided with proper assistance and preparedness during the process of transformation.

The seventh step is called "Create the cultural fit," and it involves matching the culture of the business with the change that is intended. At this phase, attempts were taken to develop a cultural fit by encouraging values, behaviors, and norms that are supportive of change.

The eighth stage is titled "Develop and choose a change leader team," and it involves identifying and developing a team of leaders who will direct the change process. In this step, a team of change leaders was meticulously chosen and then provided with the appropriate additional education and assistance in order for them to successfully manage the change endeavor.

The ninth step is to "Create small wins for motivation," which entails adopting improvements or milestones on a smaller scale in order to develop momentum and gain the confidence of stakeholders. In the course of the process of change, top management planned and carried out in a methodical and strategic manner the implementation of minor victories in order to keep stakeholders motivated and involved.

The tenth stage is to "Constantly and strategically communicate the change," which demands the establishment of a communication strategy that is both consistent and unambiguous in order to keep all stakeholders informed and involved. Throughout this element, an all-encompassing communication plan was developed and put into action to

ensure that effective communication was maintained throughout each phase of the change endeavor.

The eleventh phase is to "Measure progress of the change effort," which includes monitoring and assessing how well the implementation is going from start to finish. At this stage, a methodical methodology was utilized to monitor and evaluate the progress being made by the change project. This made it possible to make timely modifications and improvements.

The final stage is called "Integrate lessons learned," and it entails introspection on the process of change, the identification of lessons, and the incorporation of those lessons into future projects involving change. An evaluation was carried out as part of plan in order to acquire useful insights and lessons learned that can guide future change management strategies.

According to Lagoda's financial statements, the implementation of the adjustments was successful. [Appendices B-I] Since the changes were implemented, the company's revenue has increased considerably even despite the external environment's occasions, indicating that the changes have had a positive effect on the company's performance. Moreover, the company's profit margins have increased, indicating that the changes have had a positive influence on the company's efficiency and cost-effectiveness.

The precise and effective communication that occurred throughout the change management process at Lagoda was one of the most important contributors to its success. The company's leadership team was open about the reasons for the changes and the implementation steps being taken. This helped develop trust and support among employees, who were able to see how the changes would contribute to the success of the company.

The company's willingness to invest in the adjustments was another factor that contributed to the success of the change management process. Lagoda recognized that substantial changes would be required to achieve its objectives and was willing to commit the resources necessary to make those changes a reality. This included the investment in new technology, the recruitment of new personnel, and the implementation of new

processes and procedures. This commitment to change contributed to the changes' effectiveness and long-term viability.

Lagoda's leadership group was finally able to establish a culture of continuous improvement. This entailed encouraging employees to identify development opportunities and assume ownership of the change management process. This strategy helped to ensure that the changes were thoroughly integrated into the company's culture and operations and that they would have a lasting positive impact on the organization.

The Mento et al. model [10] was, in conclusion, an effective framework for managing change at Lagoda. In the past two years, the company has effectively implemented significant changes, including a change of ownership, a change of CEO, and a period of war. Several factors contributed to the company's success in implementing these changes, including effective communication, a willingness to engage in the changes, and a culture of continuous improvement. According to the financial statements of Lagoda, the changes have had a positive influence on the company's revenue and profitability, indicating that they were effective and long-lasting. Lagoda is an excellent example of how effective change management can assist a business in adapting to changing circumstances and achieving its objectives.

CHAPTER 3. WAYS OF ENHANCEMENT OF PRODUCTIVITY OF “LAGODA” PJSC

3.1. Ways to overcome weaknesses of change management at the “Lagoda” PJSC

Change management is essential for any business that wishes to remain competitive and successful in the marketplace. According to a McKinsey & Company survey, approximately 70% of organizational change initiatives fail to accomplish their intended goals, resulting in significant financial losses for the company [29]. This suggests that change management is a complex and difficult process that requires a holistic approach.

Moreover, a Project Management Institute (PMI) survey revealed that ineffective communication was the leading cause of project failure in organizations [30]. This emphasizes the significance of effective communication and collaboration in organizational change management. Therefore, it is essential for organizations to have a well-defined change management process that includes employees, customers, suppliers, and partners.

Change management has been identified as a vulnerability at the "Lagoda" PJSC. The enterprise has occasionally encountered difficulties in implementing change initiatives, resulting in low productivity, low customer satisfaction, and decreased profitability. Lagoda, for example, attempted to introduce new product lines, but due to poor planning and execution, the products failed to obtain market acceptance, resulting in significant losses for the company. The Mento et al. Model [10] for change management has not been successful in attaining its intended objectives.

Although the Mento et al. Model has been extensively implemented in organizations, it has a number of limitations. The model's assumption that change is a linear and predictable process is one of its flaws. This presumption disregards the complexity and unpredictability of the change process, especially in the dynamic business environment of today. The Mento et al. Model overlooks the role of employees in the transformation process, which is another limitation. The model implies that employees are passive

recipients of change and that their role is limited to carrying out the changes. In addition, the model's emphasis on a top-down approach to change management disregards the significance of involving all stakeholders in the change process. This restricts input and feedback from stakeholders, making it more difficult to identify potential risks and obstacles associated with the change initiative.

To overcome the limitations of the Mento et al. Model, the "Lagoda" PJSC must employ a more inclusive change management strategy.

If the "Lagoda" PJSC does not modify its change management model, it may experience a number of unfavorable outcomes. Change implementation may continue to present difficulties and obstacles for the company, impeding its growth and development. Figure 3.1 illustrates some of the potential costs generated by negative outcomes if the change management model is not modified:



Figure 3.1.: Costs associated with not adapting the Change management Model

Source: [62]

Failure to effectively implement changes may result in additional costs associated with rework, delays, and missed revenue opportunities. Failure to implement changes effectively may result in a loss of consumer trust and loyalty and a tarnished company reputation. Failure to involve employees in the change process may result in resistance and reluctance to implement changes, leading to higher employee turnover rates. Failure

to effectively implement changes may result in neglected opportunities for growth and development, thereby impeding the organization's long-term success.

The Lewin Change Management Model [2] is the first alternate strategy. Lewin's model emphasizes the significance of involving all stakeholders in the change process and acknowledges the significance of employee participation in the change process. While it shares some similarities with Mento et al. Model, Lewin's model emphasizes the need for a participative change management strategy. This strategy entails involving all stakeholders in the process of change and encouraging their participation in the decision-making procedure.

Kotter's Change Management Model [3] is an alternative method of change management. The Kotter model stresses the significance of establishing a sense of urgency and building a coalition of support for the change initiative. It acknowledges the significance of involving all stakeholders in the change process, especially employees, and stresses the significance of effective communication throughout the change process. Involving employees in the change process can also increase employee engagement and motivation, leading to increased productivity and efficiency. By providing employees with a sense of ownership and participation in the change initiative, they are more likely to be committed to its success and to work toward achieving the desired results. This can result in decreased training and attrition costs.

Although "Lagoda" PJSC's profit growth has been positive, there is always place for improvement. By employing a model of change management that is more comprehensive, the company can reduce costs and increase profitability. Employee participation in the change process and the adoption of a more collaborative change management strategy can reduce the costs associated with delays, rework, and lost revenue opportunities. Involving all stakeholders in the change process can also increase buy-in and support for the change initiative, resulting in greater efficiency and productivity. "Lagoda" PJSC can achieve its intended outcomes and position itself for long-term success by adopting these strategies.

3.2. Rationale for the improvement program of change management at the “Lagoda” PJSC

Having identified the limitations of the Mento et al. Model in the preceding section, it is evident that "Lagoda" PJSC must implement a more comprehensive change management model to address the shortcomings of the current model. Lewin's Change Management Model, which has been widely adopted and recognized as an effective strategy for managing change initiatives, is one of the models that the organization may consider adopting.

The Lewin's Change Management Model [2] includes three phases: defrost, change, and refreeze. The first stage, unfreeze, entails preparing the organization for change by instilling a sense of urgency, identifying areas requiring change, and establishing the necessity of change. The second stage, change, consists of implementing the change initiative, communicating the changes, and addressing any potential resistance or obstacles. The final phase, refreeze, involves stabilizing the organization and establishing a new sense of normalcy following the change initiative.

The simplicity and usability of Lewin's Change Management Model is a significant advantage. The model is simple to comprehend and adaptable to the requirements of any organization. It provides a distinct plan for managing change initiatives, ensuring that all stakeholders are aligned and working toward the same goals. In addition, the paradigm acknowledges the significance of employee and stakeholder participation in the change process. However, Lewin's Change Management Model also has some potential drawbacks. One possible disadvantage is its rigidity and lack of adaptability. The model implies a linear change process, which may not be appropriate for organizations that require more dynamic and adaptable change management strategies. Additionally, the model may neglect the unique challenges and risks associated with particular change initiatives, resulting in inefficient change management strategies. Another possible limitation of Lewin's Change Management Model is the possibility of change resistance. Although the model provides a framework for addressing resistance to change, it may not be appropriate for organizations that encounter substantial resistance to change.

Moreover, the model may not account for the emotional influence of change on employees, which can result in increased resistance and reluctance to implement changes.

In addition to Lewin's Change Management Model, "Lagoda" PJSC may also contemplate adopting Kotter's Change Management Model [3] for its change management program. The eight stages of Kotter's model are as follows: establishing a sense of urgency, forming a powerful coalition, creating a vision for change, communicating the vision, empowering others to act on the vision, creating short-term wins, consolidating gains and producing more change, and embedding new approaches within the organization's culture.

An important advantage of Kotter's Change Management Model is its emphasis on generating a sense of urgency and assembling a strong coalition to drive change initiatives. By instilling a sense of urgency, organizations can obtain the buy-in and support of all stakeholders, thereby overcoming resistance to change. Assembling a formidable coalition can also aid in ensuring that change initiatives are effectively implemented and sustained over time. In addition, Kotter's Model for Change Management places a significant emphasis on communication and visioning. The model acknowledges that effective communication and visioning are fundamental to the success of change management initiatives. By creating a clear vision for change and effectively communicating it to all stakeholders, organizations can ensure that everyone is on the same page and working toward the same goals.

There are, however, prospective drawbacks to Kotter's Change Management Model. One potential limitation is the model's complexity and the resources required for its effective implementation. The model consists of multiple phases and requires substantial investments of time, money, and personnel. In addition, the model may not be appropriate for small or medium-sized organizations that lack the resources to effectively implement it. Another possible limitation of Kotter's Change Management Model is its emphasis on leadership from the top down. While the model acknowledges the significance of employee participation in the change process, it places a heavy emphasis on top-down leadership and the role of senior leaders in promoting change initiatives.

While both Lewin's and Kotter's change management models have their strengths and limitations, combining elements of both models can help "Lagoda" PJSC's change management program obtain the best possible results.

Using Lewin's model for the initial phases of the change management process, with a focus on defrosting the status quo and preparing the organization for change, is one way to combine the two models. This involves generating discontent with the current state, communicating the need for change, and gaining the support of all stakeholders. Lewin's model emphasizes the significance of involving employees in the change process and making sure they feel valued and supported throughout.

Once an organization has been prepared for change, Kotter's model can be utilized to advance change initiatives. This involves assembling a coalition of influential leaders capable of driving change initiatives forward and articulating a clear vision of the desired future state. Kotter's model also emphasizes the significance of achieving short-term success to create momentum and ensure the long-term viability of change initiatives.

"Lagoda" PJSC can also benefit from combining the two models by overcoming each model's limitations. Lewin's model may not provide a distinct road map for implementing change initiatives, and Kotter's model may not place enough emphasis on employee participation in the change process. By combining elements of both models, "Lagoda" PJSC can resolve the limitations of each while capitalizing on their respective strengths.

Utilize Lewin's model to lay the groundwork for change by preparing the organization for the change and gaining the support of all stakeholders. Lewin's model can be utilized to implement change initiatives. Use Lewin's model to ensure that the changes are effectively ingrained in the organization once the change initiatives have been implemented.

Use Kotter's model to establish a sense of urgency regarding the need for change, a coalition of leaders capable of driving change initiatives forward. Utilize it to create a vision for the desired future state, communicate the vision for change, and enable employees to act on the vision for change. Utilize Kotter's model to create short-term

victories to develop momentum and sustain change initiatives over the long term, as well as to consolidate gains and produce additional change.

By combining elements of two models, "Lagoda" PJSC can assure the effective implementation and long-term sustainability of change initiatives, while addressing the limitations of each model and capitalizing on its strengths.

Figure 3.2.illustrates a step-by-step implementation plan for the proposed combination of Kotter's and Lewin's models to enhance change management at the Lagoda PJSC:

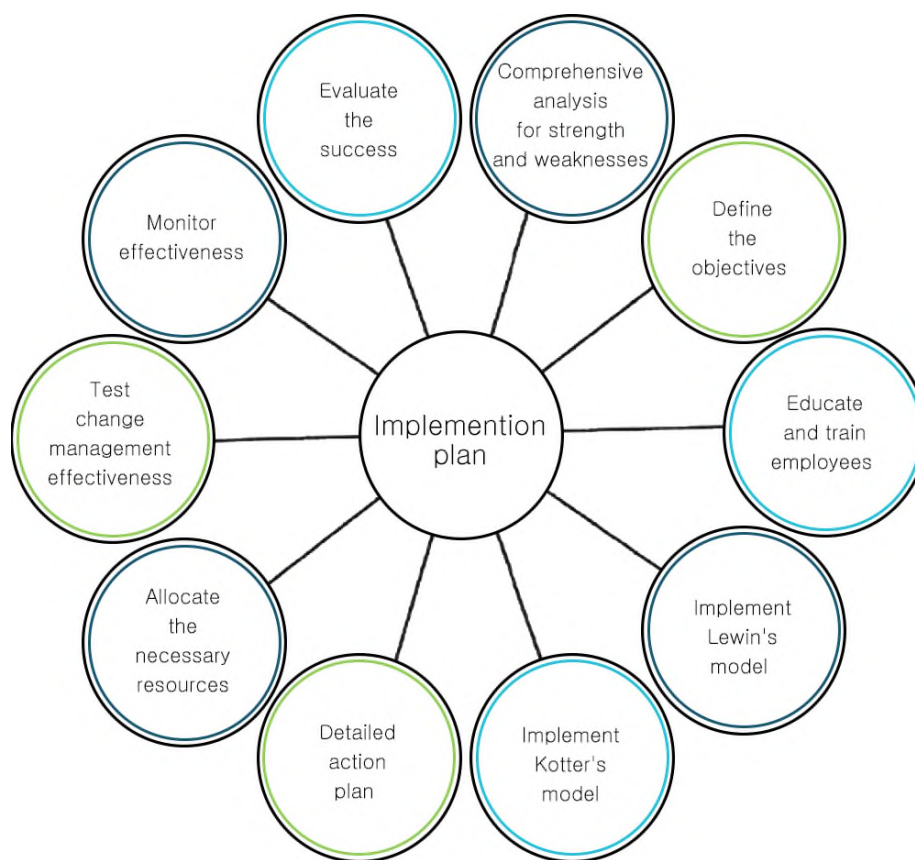


Figure 3.2.: Kotter and Lewin's Mix

Source: [2,3, prepared by the author according to Lagoda's long-term goals]

Conduct a thorough evaluation of Lagoda's current change management system to determine its strengths and weaknesses. This phase is essential for understanding the current state of change management in the organization, the extent and location of weaknesses, and the leverageable strengths. Define the objectives of the proposed development program for change management. This phase involves establishing clear

objectives and expectations for the program's intended outcomes, such as reducing change resistance, enhancing employee engagement, increasing change success rates, and reducing change costs. Educate and train employees and stakeholders of Lagoda regarding the proposed change management improvement program. This step is essential for ensuring that all participants comprehend the program's goals and objectives, the proposed changes to the current change management model, and their roles and responsibilities in implementing the new model. Utilize Lewin's model to analyze the current situation, determine the forces that drive and resist change, and choose the most effective strategies for implementing change. This phase will involve a comprehensive analysis of the organization's current change management practices and the identification of the forces driving and resisting change. Based on the analysis, the organization can then select the most suitable strategies for implementing change. Implement Kotter's model in order to create a sense of urgency, establish a coalition, develop a vision, communicate the vision, empower others, create short-term wins, consolidate gains, and embed new approaches within the organization's culture. Using Kotter's eight-step model to implement the proposed changes constitutes this phase. Include timelines, milestones, and responsibilities in a comprehensive action plan for implementing the new change management model. This phase will involve decomposing the proposed changes into distinct tasks, assigning responsibilities to individuals and teams, and establishing completion deadlines. Budget, personnel, and technology must be allocated in order to support the implementation of the new change management model. Next phase entails ensuring that the organization has the necessary resources to successfully implement the new model, such as training employees, hiring additional personnel, and investing in new technology. Test the efficacy of the new change management model on a small scale and identify areas for improvement. Before scaling up the program, it is crucial to ensure that the proposed changes are functioning as intended and to identify any issues that need to be resolved. Expand the new change management model throughout the organization and track its efficacy. This phase entails implementing the new model on a larger scale, monitoring progress against the objectives and milestones established in step 2, and

making any necessary adjustments. Evaluate the effectiveness of the new change management model and continue to make enhancements. This final phase involves evaluating the new model's effectiveness in achieving the program's goals, identifying areas for improvement, and adjusting the model as necessary.

The purpose of this plan (Figure 3.2) is to provide a structured and methodical implementation strategy for the proposed combination of Kotter's and Lewin's models for change management at Lagoda. The plan is intended to ensure that the proposed changes are implemented in a logical and effective manner, with well-defined objectives, milestones, and responsibilities. Before scaling up the program, the pilot phase is essential for ensuring that the proposed changes function as intended and identifying areas for improvement.

By employing these strategies, "Lagoda" PJSC can achieve its intended results and position itself for long-term success. While both Lewin's and Kotter's change management models have their strengths and weaknesses, combining elements from both models can help "Lagoda" PJSC's change management program achieve the best results imaginable. Additionally, "Lagoda" PJSC can benefit from integrating the two models by overcoming the limitations of each model. Lewin's model may not provide a clear road map for implementing change initiatives, and Kotter's model may not emphasize employee participation in the change process sufficiently. By incorporating elements of both models, "Lagoda" PJSC is able to address the weaknesses of each while capitalizing on their respective advantages.

3.3. Effectiveness of the improvement program implementation of change management at the “Lagoda” PJSC

As previously discussed, the present change management model at "Lagoda" PJSC has a number of flaws. The Mento et al. model, for example, is rigorous and does not permit flexibility in the implementation of change. This model lacks a feedback mechanism, making it difficult for the organization to evaluate the change's efficacy. In

addition, the model is sophisticated and requires a great deal of time and resources to implement.

To address these deficiencies, "Lagoda" PJSC must modify its change management model. Lewin's Change Management Model, which is more adaptable and effective, is one option. This model consists of three stages: defrosting, modification, and refreezing. The unfreezing phase involves raising awareness of the need for change and preparing the organization for the transformation. In the altering stage, the change is implemented, and in the refreezing stage, the change is stabilized and integrated into the organization's culture. This model permits flexibility in the implementation of change and provides a mechanism for measuring the change's efficacy. The alternative is to implement Kotter's Change Management Model, which consists of eight steps and is more comprehensive. This model begins by establishing a sense of urgency for change and concludes by integrating the change into the organization's culture. This model provides a distinct road map for the implementation of change and is more structured than Lewin's model. (For specific steps, see Table 1.5 (Chapter 1))

However, the best approach would be to combine elements of both Lewin's and Kotter's models to construct a change management model (Figure 3.2) tailored to "Lagoda" PJSC's specific needs. For instance, the unfreezing phase of Lewin's model could be combined with the first two stages of Kotter's model to produce a more comprehensive strategy for generating awareness of the need for change. Similarly, the refreezing phase of Lewin's model could be combined with the last step of Kotter's model to ensure that the change is incorporated into the organization's culture.

When contemplating a new change management model for Lagoda PJSC, it is essential to compare the proposed model's implementation benefits to those of Mento et al. While both models have merits, the newer one offers distinct advantages that make it a better fit for Lagoda PJSC's particular requirements and challenges. (Table 3.1.)

Table 3.1.

Benefits of new Mix Model for Lagoda PJCS

| Quality | Lewin's and Kotter's Mix | Mento et al. Model |
|-------------------------------------|---|---|
| Comprehensive Analysis | Begins with a comprehensive analysis of strengths and deficiencies to identify improvement opportunities. | Lacks emphasis on a comprehensive analysis, thereby possibly disregarding vital issues. |
| Clear Objective | Clearly specifies a measurable and specific objective for the change management initiative. | Focuses on identifying the concept and change initiative without defining an explicit objective. |
| Education and Training | Recognizes the significance of employee education and training throughout the change process. | Does not specifically address the essential aspect of employee education and training. |
| Incorporation of Established Models | Incorporates Lewin's Model and Kotter's Model to provide structured change management frameworks. | Lacks specific change management frameworks and models. |
| Detailed Action Plan | Contains a comprehensive action plan to guarantee a well-organized and systematic change management process. | Mentions creating a change plan but does not underscore the necessity of a comprehensive action plan. |
| Allocation of Necessary Resources | Allocates the necessary resources, including budget and personnel, to implement the proposed alterations effectively. | Does not emphasize the allocation of necessary resources explicitly. |
| Testing and Evaluation | Includes testing and evaluating the efficacy of the change management strategy. | Does not emphasize the necessity of testing and evaluating the change initiative. |

Source: [Prepared by the author]

First, a comprehensive analysis of the organization's assets and weaknesses is presented. This step enables a comprehensive comprehension of the present state of change management within Lagoda PJSC. The model provides a solid foundation for devising effective change strategies by identifying improvement areas. Mento et al., in

contrast, do not emphasize a comprehensive analysis, potentially overlooking crucial issues that must be addressed.

Second, the model blend defines the objective of the change management initiative in a crystal clear manner. This step ensures that the organization has a measurable and specific objective to pursue throughout the change process. The objective helps align the efforts of employees and stakeholders, thereby increasing their concentration and motivation. Mento et al., on the other hand, place greater emphasis on identifying the idea and change initiative without defining a distinct objective. This lack of clarity may result in ambiguity and confusion regarding the intended outcomes of the change initiative.

Thirdly, the proposed model emphasizes the significance of employee education and training. Change management requires individuals to adapt to new processes, systems, or methods of working; however, Mento et al. do not address the crucial aspect of educating and training employees, which could result in resistance or inefficiency during the change process. By providing education and training, Lagoda PJSC can equip its employees with the knowledge and skills necessary to accept and implement the proposed changes successfully.

In addition, the blend includes the application of Lewin's Model and Kotter's Model. Lewin's Model emphasizes the three phases of change: thawing, transitioning, and refreezing. This methodical approach guarantees that employees are adequately prepared for change, thereby facilitating a more seamless transition. In contrast, Kotter's Model emphasizes the significance of creating a sense of urgency, forming a guiding coalition, and perpetually communicating the change vision. These measures encourage employee support and buy-in throughout the change process. Mento et al. lacks the specific frameworks provided by Lewin's and Kotter's Models, which may result in a less structured and less effective approach to change management.

In addition, the new path includes a comprehensive action plan and allocates the necessary resources. A comprehensive action plan ensures that the change management process is well-organized and executed methodically. Moreover, designating the

necessary resources, such as budget, personnel, and technology, enables Lagoda PJSC to implement the proposed changes effectively.

Lastly, it includes testing the change management strategy's efficacy and evaluating its success. These phases enable Lagoda PJSC to monitor the progress of the change initiative, identify areas for improvement, and make adjustments as needed. By measuring the success of the change management initiatives, Lagoda PJSC can ensure that the implemented changes align with the intended outcomes and positively impact the organization's performance as a whole. In contrast, Mento et al. does not emphasize the significance of testing and evaluating the change endeavor, which may impede the ability to determine its effectiveness and make necessary improvements. The implementation of this hybrid change management model would provide numerous benefits to "Lagoda" PJSC, thereby increasing its profits. (see Figure 3.3.)



Figure 3.3.: Advantages of the customized change management Model

Source: [prepared by the author]

First, the model would facilitate change implementation flexibility. This means the organization can adapt to altering market conditions faster and more effectively. This adaptability would assist the company in remaining competitive and expanding its market share. Second, the hybrid model would include a feedback mechanism for measuring the

change's effectiveness. This would assist the organization in identifying any gaps and areas for development and implementing any necessary changes. Consequently, the organization would be able to implement change with greater efficiency and effectiveness. Thirdly, the hybrid model would be simpler than the current model by Mento et al. This would save the company time and resources that can be redirected to other essential business areas. For instance, the organization could invest in R&D to develop new products and services to satisfy its customers' changing needs. Fourthly, the hybrid model would provide a distinct implementation roadmap. This would ensure that all members of the organization are on the same page and working toward the same objectives. This alignment would enhance the change's efficacy and efficiency, resulting in increased profits for the organization.

The following is a possible plan to enhance change management at Lagoda based on the provided financial data (Table 3.2):

Table 3.2.

Change management improvement plan

| Plan | Sub-goals | | |
|---|--|--|---|
| 1. Estimate the costs of implementing the new change management model | Training costs: based on the number of employees who need training and the cost per employee, estimate the total training costs. | Software costs: estimate the cost of purchasing and implementing the new change management software. | Consulting fees: estimate the cost of hiring a consultant to help with the implementation. |
| 2. Estimate the potential savings from the improvements: | Reduction in change management cycle time: estimate the potential cost savings from reducing the time it takes to implement changes. | Reduction in rework: estimate the potential cost savings from reducing the need for rework. | Improved employee productivity: estimate the potential increase in employee productivity as a |

| | | | |
|---------------------------------------|---|---|---|
| | | | result of the improved change management process. |
| 3. Create a financial forecast model: | Use historical and current financial data to create a financial forecast model that takes into account the estimated costs and potential savings. | | |
| 4. Project cash flows: | Use the financial forecast model to project cash flows for the next few years, taking into account the estimated costs and potential savings. | | |
| 5. Analyze the results: | Analyze the projected cash flows to determine whether the implementation of the new change management model is financially feasible. | Compare the projected cash flows to Lagoda's financial goals and objectives to determine whether the implementation is in line with the company's overall strategy. | |
| 6. Make a decision: | Based on the results of the financial forecast, make a decision on whether to proceed with the implementation of the new change management model. If the projected cash flows are positive and the implementation is in line with the company's strategy, then the implementation should proceed. | It is important to note that this is a general financial forecast and that the specific results may vary based on the details of the implementation plan and the financial data of the company. Additionally, other factors, such as market conditions and industry trends, should also be taken into account when making a decision on whether to implement the new change management model. | |

Source: [2,3, prepared by the author after analysis of Lagoda's change management system]

Assume that the historical data indicates a trend that will persist into the future. The following are prognosis formulas (Table 3.3) for the upcoming year based on the following assumption:

Table 3.3.
Formulas 3.1.

| Account | Formula |
|-----------------------------------|---|
| Projected Revenue | <i>Previous Year Revenue \times (1 + Growth Rate)</i> |
| Projected Cost of Goods Sold | <i>Previous Year Cost of Goods Sold \times (1 + Inflation Rate)</i> |
| Projected Gross Profit | <i>Projected Revenue - Projected Cost of Goods Sold</i> |
| Projected Selling Expenses | <i>Previous Year Selling Expenses \times (1 + Inflation Rate)</i> |
| Projected Administrative Expenses | <i>Previous Year Administrative Expenses \times (1 + Inflation Rate)</i> |
| Projected Operating Expenses | <i>Projected Selling Expenses + Projected Administrative Expenses</i> |
| Projected Operating Income | <i>Projected Gross Profit - Projected Operating Expenses</i> |
| Projected Interest Expense | <i>Previous Year Interest Expense \times (1 + Inflation Rate)</i> |
| Projected Net Income | <i>Projected Operating Income - Projected Interest Expense</i> |
| Projected Total Assets | <i>Previous Year Total Assets \times (1 + Growth Rate)</i> |
| Projected Total Liabilities | <i>Previous Year Total Liabilities \times (1 + Inflation Rate)</i> |
| Projected Total Equity | <i>Previous Year Total Equity + Projected Net Income</i> |
| Projected Current Assets | <i>Previous Year Current Assets \times (1 + Growth Rate)</i> |

| | |
|-------------------------------|---|
| Projected Current Liabilities | <i>Previous Year Current Liabilities x (1 + Inflation Rate)</i> |
|-------------------------------|---|

Source: [63,64]

To estimate all the projected values it is necessarily to calculate the CAGR for 2023 and to do so will be uses the formula 3.2. [65]:

$$CAGR = (Ending\ Value / Beginning\ Value)^{(1 / Number\ of\ Years)} - 1 \quad (3.2.)$$

Where:

Beginning Value is the revenue for 2019

Ending Value is the revenue for 2023 (which we need to forecast)

Number of Years is the total number of years between 2019 and 2023, which is 4.

Using the given revenue figures, we can calculate the CAGR for 2023 as follows (for calculations please see Appendix I):

$$CAGR = 0.4566 \text{ or } 45.66\%$$

Therefore, the CAGR for 2023 for Lagoda is 45.66%. And given that the inflation rate for 2023 - 21.06%, [66] Table 3.4. is displaying the financial forecast for 2023. (for calculations please see Appendix I)

Table 3.4.

Financial Forecast for 2023, “Lagoda” PJSC (in UAH)

| Account | Forecast 2023 | 2022 | 2021 |
|-------------------------|---------------|-------------|-------------|
| Revenue | 625,491,240 | 429,574,000 | 264,580,000 |
| Cost of Goods Sold | 174,480,380 | 144,023,000 | 126,740,000 |
| Gross Profit | 451,010,860 | 285,551,000 | 137,840,000 |
| Selling Expenses | 21,024,060 | 17,393,000 | 12,175,000 |
| Administrative Expenses | 36,588,820 | 30,227,000 | 25,457,000 |
| Operating Expenses | 57,612,880 | 47,620,000 | 37,632,000 |
| Operating Income | 393,397,980 | 237,931,000 | 100,208,000 |
| Interest Expense | 6,063,480 | 5,008,000 | 4,210,000 |

| | | | |
|---------------------|-------------|-------------|-------------|
| Net Income | 387,334,500 | 232,923,000 | 95,998,000 |
| Total Assets | 844,315,140 | 579,277,000 | 458,263,000 |
| Total Liabilities | 446,892,990 | 369,150,000 | 298,541,000 |
| Total Equity | 397,422,150 | 156,620,000 | 159,722,000 |
| Current Assets | 355,869,570 | 244,345,000 | 195,633,000 |
| Current Liabilities | 190,698,240 | 157,614,000 | 114,255,000 |

Source: [Apendicies B,F,H, prepared by the author]

Overall, the company's trend is positive, particularly based on the data-driven projections for 2023. The projected revenue for 2023 is UAH625,491.24, which is a significant increase from the revenue of UAH425 574 in the prior year. The projected net income for 2023 is UAH387,334.50, a significant increase from the net income of UAH250,378 in the prior year.

The projected operating expenses and interest expenses are greater than the prior year, but these increases are attributable to inflation. To ensure accuracy, it is essential to consider the inflation rate when making projections for the upcoming year. *It is important to note that these are just forecasts and are subject to change based on unforeseen circumstances.*

It is essential to note that these projections are founded on the assumption that the growth rate and inflation rate will remain constant over the course of the upcoming year. Changes in these rates could significantly affect the veracity of these projections.

In addition, it is important to note that there are potential threats to the company's financial health, such as changes in market conditions, heightened competition, and new regulations or laws. For the company's continued success, it is necessary to monitor and resolve these risks. And with effective management, the company can build on these optimistic projections and attain even greater future success. The implementation of a new change management model could have a substantial impact on the company's financial health. The predicted 3-7% decrease in total expenditures could result in a substantial increase in net income. This increase in net profit could be invested back into the company to fuel its continued development and expansion. In addition, this model has

the potential to boost employee productivity and morale, which could result in increased customer satisfaction and sales.

Even though there are potential threats to the company's financial health, the data-driven projections for 2023 indicate that the company is on a positive trajectory. Implementing a new change management model could have a significant impact on the company's financial health and should be considered as a potential development and success strategy for the future.

CONCLUSIONS

In today's swiftly evolving business environment, change management is a crucial aspect of organizational success. Effective change management requires addressing both the technical and human aspects of change, as well as possessing an in-depth comprehension of organizational culture. The process of managing change involves moving individuals, teams, and organizations from their current state to their desired future state. For businesses to remain competitive, they must be able to adapt quickly to changing market conditions, streamline processes, and improve overall efficacy and effectiveness. A competent professional can provide numerous benefits to organizations, such as increased productivity, employee and customer satisfaction, enhanced risk management, and competitive advantage. Please look at the The change management thesis was examined in depth. It was successful in accomplishing its goals. The study addressed the research queries effectively. Here is what was considered:

Change management is crucial for the success of the business due to enabling seamless transitions, reducing resistance, and maximizing adoption of new initiatives, ensuring that changes are effectively implemented and aligned with organizational objectives, resulting in enhanced performance and competitiveness.

The primary characteristics of change management have been identified: Alignment of Leadership, Engagement of Stakeholders, Communication, Change Impact, and Readiness.

Numerous models of change management approaches have been analyzed; Mento et al, Luwin's, Kotter's and Cummings and Worley's models are the most famous.

Using a matrix analysis, the general characteristics and economic activities of Lagoda PJSC have been evaluated – Lagoda's financial state is steady.

Lagoda PJSC's management and departmental structure is classical and simple, but strong and flexible.

Lagoda PJSC's change management efficacy has been investigated, Mento et al. Model's processes at Lagoda were defined and improvements were modeled.

A review of the merits and weaknesses of Lagoda's approach to change management (Mento et al. system) was conducted and the change was proposed.

At Lagoda PJSC, an improvement initiative for change management has been developed, mix change management model constructed.

Lagoda PJSC's change management improvement program implementation efficacy has been forecasted.

Important summarizing and recommendations for the Lagoda Enterprise are provided below. Without effective change management, businesses risk falling behind competitors and failing to meet customer requirements. Effective change management enables organizations to acclimate to environmental changes, such as technological advances, market shifts, and internal reorganization. It has been investigated a variety of change management theories that organizations can employ to facilitate change.

Change management is a complex and multifaceted process that necessitates a thorough comprehension of both the theoretical and practical aspects of change. By effectively managing change, businesses can navigate the challenges and opportunities presented by a perpetually changing business environment. The key to effective change management is adapting the strategies to the specific needs of the organization and guaranteeing strong leadership throughout the process.

Despite the challenges, Lagoda's financial performance in 2022 has been robust. Effective cost and supply chain management, as well as ongoing efforts to broaden the company's customer base, position the company for sustained growth and profitability in the confectionery market in Ukraine and beyond. Lagoda PJSC is actively defining its future vision, analyzing its economic activities, and assessing its management and department structure in order to respond to the shifting environment and ensure its long-term success. Despite the obstacles, the company is determined to enhance its change management processes and implement effective growth-driving strategies.

While "Lagoda" PJSC's profit growth has been positive, there is always an opportunity for improvement. By employing a more comprehensive model for change management, the business can reduce expenses and increase profits. With employee

participation in the change process, a more collaborative approach to change management can reduce the costs associated with delays, rework, and lost revenue opportunities.

While both Lewin's and Kotter's change management models have advantages and disadvantages, combining elements from both models can help "Lagoda" PJSC's change management program obtain the best results possible. By incorporating elements of both models, "Lagoda" PJSC is able to circumvent the weaknesses of each while capitalizing on their respective advantages. By defrosting the organization first, "Lagoda" PJSC can instill a sense of urgency regarding the need for change. This can be accomplished in a number of ways, including by communicating the reasons for change and the prospective benefits of the change initiative. The organization can then enter the changing phase, which entails creating and implementing a comprehensive strategy for the change initiative. Compared to the Mento et al. Model and the newly constructed Mix for change management at Lagoda PJSC, the proposed model demonstrates distinct advantages. It emphasizes a comprehensive analysis, a defined objective, education and training as top priorities, the incorporation of established models, a detailed action plan, the allocation of necessary resources, and testing and evaluation. This makes the Mix Model by Kotter and Lewin a more suitable and effective option than the previous change management model.

The implementation of a new change management model could have a significant impact on the financial condition of the organization. "Lagoda" PJSC can increase its profitability by minimizing the expenses associated with delays, rework, and missed revenue opportunities. The predicted 3-7% decrease in total expenditures could significantly increase net income. This increase in net profit could be re-invested to sustain the company's continued growth and expansion. Additionally, this model has the potential to increase employee productivity and morale, which could lead to greater consumer satisfaction and sales.

Despite potential and economical challenges to the company's financial health, data-driven projections for 2023 indicate that the company is on an upward trajectory. Implementing a new change management model could have a substantial impact on the

company's financial health and should be considered as a potential strategy for future growth and success. "Lagoda" PJSC can position itself for future success by implementing a more comprehensive, collaborative change management model that combines elements of both Lewin's and Kotter's models.

REFERENCES

1. Parry, W., Kirsch, C., Carey, P., et al. (2013). Empirical development of a model of performance drivers in organizational change projects. *Journal of Change Management*.
2. Lewin, K. (1947). *Field theory in social science*. New York, NY: Harper & Row.
3. Kotter, J. P. (1995). *Leading change: why transformation efforts fail*. Harvard Business Review.
4. Kanter, R. M. (2011). *The change wheel: elements of systemic change and how to get change rolling*. Background note 312-083. Boston: Harvard Business School Press.
5. Implementation Management Associates (IMA). (2018). *The AIM change management methodology*. Retrieved from <https://www.imaworldwide.com/aim-change-management-methodology>
6. Luecke, R. (2003). *Managing change and transition*. Boston: Harvard Business School Publishing Corporation.
7. Cummings, T. G., & Worley, C. G. (2013). *Organization development and change*. 10th ed. Cincinnati, OH: South-Western College Publishing.
8. Burke, W. W., & Litwin, G. H. (1992). A causal model of organizational performance and change. *Journal of Management*.
9. Nadler, D. A., & Tushman, M. L. (1980). A model for diagnosing organizational behavior. *Organizational Dynamics*.
10. Mento, A. J., Jones, R. M., & Dirndorfer, W. (2002). A change management process: grounded in both theory and practice. *Journal of Organizational Change Management*.
11. Jick, T. D. (1993). *Implementing change*. Boston: Harvard Business School Press.
12. Garvin, D. A. (2000). *Learning in action: A guide to putting the learning organization to work*. Boston: Harvard Business School Press.

13. Whelan-Berry, K. S., & Somerville, K. A. (2010). Linking change drivers and the organizational change process: A review and synthesis. *Journal of Change Management*.
14. Association of Change Management Professionals (ACMP). (2014). Standard for change management. Winter Springs, FL: ACMP.
15. Beckhard, R., & Harris, R. T. (1987). *Organizational transitions: Managing complex change* (2nd ed.). Reading, MA: Addison-Wesley.
16. Carnall, C. (2007). *Managing change in organizations* (5th ed.). Prentice Hall: Financial Times.
17. Change First. (2016). White paper: Our change management methodology, overview how Change First helps you implement change.
<https://changesynergy.com.au/wp-content/uploads/2016/10/PCI-Our-Change-Management-Methodology.pdf>
18. Knoster, T. (2000). A framework for thinking about systems change. In R. Villa & J. Thousand (Eds.), *Restructuring for caring effective education: Piecing the puzzle together*.
19. Bullock, R. J., & Batten, D. (1985). It's just a phase we're going through: A review and synthesis of OD phase analysis. *Group & Organization Studies*.
20. Bridges, W. (2003). *Managing transitions: Making the most of change* (2nd ed.). Cambridge, MA: Da Capo Press.
21. Anderson, L. A., & Anderson, D. (2010). *The change leader's roadmap: How to navigate your organization's transformation* (2nd ed.). Hoboken, NJ: Pfeiffer.
22. Kickert, W. J. M. (2014). Specificity of change management in public organizations: Conditions for successful organizational change in Dutch ministerial departments. *American Review of Public Administration*.

23. Prosci. (2017). Five levers of organizational change management. <https://www.prosci.com/resources/articles/five-levers-of-organizational-change-management>
24. Clarke, A., & Garside, J. (1997). The development of a best practice model for change management. *European Management Journal*.
25. Peters, T. J., & Waterman, R. H. (1982). *In search of excellence: Lessons from America's best-run companies*. New York, NY: Harper & Row.
26. Greer, B. M., & Ford, M. W. (2009). Managing change in supply chains: A process comparison. *Journal of Business Logistics*.
27. Perkins, C. (2012). *Organizational change management maturity*. Change Management Institute.
28. Judge, W. Q., & Douglas, T. (2009). Organizational change capacity: The systematic development of a scale. *Journal of Organizational Change Management*.
29. McKinsey & Company. (2019). *Global Energy Perspective 2019*. <https://www.mckinsey.com/industries/oil-and-gas/our-insights/global-energy-perspective-2019>
30. Project Management Institute. (2018). *A guide to the project management body of knowledge (PMBOK® Guide) (6th ed.)*. Newtown Square, PA: Author.
31. Beckhard, R. (1969). *Organization development: Strategies and models*. Reading, MA: Addison-Wesley.
32. Rao, S. (2018). *Peter Drucker's concept of management*. Thrive Global. <https://thriveglobal.com/stories/peter-druckers-concept-of-management/>
33. WalkMe Team. (2021). *Why Is Change Management Important? Change Management Insights*. <https://change.walkme.com/why-is-change-management-important/>

34. Prosci. (n.d.). Why Change Management?
<https://www.prosci.com/resources/articles/why-change-management>
35. Kristen Hicks. (2018). Skills for change management: How to drive change like a pro. Zendesk Blog. <https://www.zendesk.com/blog/skills-change-management/>
36. Josh Fechter. (2023). Change manager skills. HR University.
<https://hr.university/career/change-manager/change-manager-skills/>
37. Indeed Career Guide. (n.d.). Change leadership skills: Definition and examples. Indeed. <https://www.indeed.com/career-advice/career-development/change-leadership-skills>
38. Micro Focus. (2021). Change Management Categories. Best Practices Guide: Process Designer.
https://docs.microfocus.com/SM/9.51/Hybrid/Content/BestPracticesGuide_PD/ChMBestPractices/Change_Management_categories.htm
39. P. Ross S. Wise. (2010, June 2). Change Categorization. ITSM Professor.
<https://www.itsmprofessor.net/2010/06/change-categorization.html>
40. Zendesk. (2019, May 20). Change management models: A guide to choosing the best fit for your company. Zendesk. <https://www.zendesk.com/blog/change-management-models/>
41. Nathan Altadonna. (2021, March 29). A comprehensive guide to organizational change management models. Apty. <https://www.apty.io/blog/organizational-change-management-models/>
42. CIO Pages. (2023). Change management models. CIO Pages.
<https://www.ciopages.com/change-management-models/>
43. Реєстр (2023) ПРИВАТНЕ АКЦІОНЕРНЕ ТОВАРИСТВО "КОНДИТЕРСЬКА ФАБРИКА "ЛАГОДА". <https://clarity-project.info/edr/32967502>
44. Lagoda. (n.d.). ABOUT Us. <https://en.lagoda.com.ua/>

45. No name (n.d.) Цілі "Управління якістю" на підприємстві (на прикладі ЗАТ КФ "Лагода"); <https://manager.bobrodobro.ru/71378>
46. CFI Team. (2023). Financial Ratios. <https://corporatefinanceinstitute.com/resources/accounting/financial-ratios/>
47. Hiral. (2022). Financial Ratios. <https://www.wallstreetmojo.com/financial-ratios/>
48. Evan, Ar-Rafi Ahmed. (2019). Factors affecting consumers buying confectionery products (Chocolate) dspace.bracu.ac.bd/xmlui/handle/10361/12232
49. Midori Nediger. (2022). 30+ SWOT analysis templates, examples & worksheets [Blog post]. <https://venngage.com/blog/swot-analysis-templates/>
50. Ghazinoory, S., Abdi, M., & Azadegan-Mehr, M. (2011). SWOT methodology: A state-of-the-art review for the past, a framework for the future. Journal of Business Economics and Management. <https://doi.org/10.3846/16111699.2011.555139>
51. CFI team. (2023). Boston Consulting Group (BCG) Matrix. Corporate Finance Institute. <https://corporatefinanceinstitute.com/resources/management/boston-consulting-group-bcg-matrix/>
52. John Reiling. (2021). The BCG Growth-Share Matrix Diagram. Be the Strategic PM. <https://bethestrategicpm.com/the-bcg-growth-share-matrix-diagram/>
53. MT team. (2023). Eisenhower's Urgent/Important Principle. Mind Tools. <https://www.mindtools.com/all1e0k5/eisenhowers-urgentimportant-principle>
54. Appfluence team. (2022). What Is the Eisenhower Method? Appfluence. <https://appfluence.com/productivity/what-is-the-eisenhower-method/>
55. Indeed. (n.d.). Top Management Responsibilities. <https://www.indeed.com/career-advice/career-development/top-management-responsibilities>
56. Camillo Christino. (2020). Top management and its responsibilities. <https://blog.softexpert.com/en/top-management-and-its-responsibilities/>

57. Adam Hayes. (2022). Vertical Integration Definition. Investopedia. <https://www.investopedia.com/terms/v/verticalintegration.asp>
58. Oyeyipo, O. (2022, July 16). 9 Departments in an Organization and Their Functions. Infozoner. <https://www.infozoner.com.ng/2022/07/9-departments-in-organization-and-their.html>
59. Sasha Blackwell. (2020). Confectionery Marketing - how to get more customers and orders <https://marketiu.com/blog/confectionery-marketing-how-to-get-more-customers-and-orders>
60. Danielle Romano. (2019). 4 strategies for delivering a more experiential confectionery shopping experience <https://ccentral.ca/4-strategies-for-delivering-a-more-experiential-confectionery-shopping-experience>
61. Rahul Panchal. (2023). 22 Proven Confectionery Marketing Ideas To Grow Your Business, Nicholas Wright <https://themktgboy.com/confectionery-business-marketing/>
62. Adebisi, Jack Perkins. (2022). Tips For Building And Growing Your Finance Team Effectively. Forbes. <https://www.forbes.com/sites/theyec/2022/03/17/tips-for-building-and-growing-your-finance-team-effectively/>
63. CFI team. (2023). Financial Forecasting Guide: Build a Financial Model. <https://corporatefinanceinstitute.com/resources/financial-modeling/financial-forecasting-guide/>
64. Banana Accounting. (2023). Forecasting financial statements. <https://www.banana.ch/doc9/en/node/9694>
65. CFI team. (2022). What is Compound Annual Growth Rate (CAGR)? <https://corporatefinanceinstitute.com/resources/knowledge/finance/compound-annual-growth-rate-cagr/>
66. Statista. (2023). Ukraine: Inflation rate from 2016 to 2026 (compared to the previous year). <https://www.statista.com/statistics/296164/ukraine-inflation-rate/>

67. Lippitt, R., Watson, J., & Westley, B. (1958). *The dynamics of planned change*. New York, NY: Harcourt Brace.
68. Judson, A. S. (1991). *Changing behavior in organizations: Minimizing resistance to change* (2nd ed.). Hoboken, NJ: Blackwell Publishing.
69. Hiatt, J. M. (2006). *ADKAR: A model for change in business, government and our community. How to implement successful change in our personal lives and professional careers*. Loveland, CO: Prosci Research.
70. Galpin, T. (1996). *The human side of change: A practical guide to organization redesign*. San Francisco, CA: Jossey-Bass.
71. Fernandez, S., & Rainey, H. G. (2006). *Managing successful organizational change in the public sector*. Public Administration Review.
72. Smith, R., King, D., Sidhu, R., et al. (2014). *The effective change manager's handbook: Essential guidance to the change management body of knowledge* (1st ed.). London: Kogan Page Ltd, APMG-International.
73. Faest, L., & Hemerling, J. (2016). *Transformation delivering and sustaining breakthrough performance*. Boston, MA: Boston Consulting Group.
74. Armenakis, A. A., Bernerth, J. B., Pitts, J. P., et al. (2007). *Organizational change recipients' beliefs scale: Development of an assessment instrument*. Journal of Applied Behavioral Science.
75. Cawsey, F., Deszca, G., & Ingols, C. A. (2016). *Organizational change: An action-oriented toolkit* (3rd ed.). New York, NY: Sage.

APPENDICES

Appendix A

Full list of organizational change management models.

| Processual models | Descriptive models |
|---|---|
| 1. Kotter's [3] 8-Step Change Model | 19. Cummings and Worley's [7] change management model |
| 2. Lewin's [2] three step change model | 20. Burke and Litwin's [8] model of organizational change |
| 3. Lippitt et al.'s [67] change theory | 21. Congruence model [9] |
| 4. Bullock and Batten's [19] change model | 22. Change formula of Beckhard and Harris [15] |
| 5. Bridges' [20] model of transition | 23. Carnall's [16] change management model |
| 6. Luecke's [6] seven steps | 24. Knoster's [18] change model |
| 7. Mento et al.'s [10] change model | 25. GE'S change acceleration [12] |
| 8. Jick's [11] 10 steps model | 26. Prosci's [23] change management methodology |
| 9. Judson's [68] five-phase model | 27. Best practice model for change management [24] |
| 10. The change leader's roadmap [21] | 28. Change tracking model [1] |
| 11. ADKAR [69] | 29. Change management body of knowledge [72] |
| 12. Accelerating Implementation Methodology (AIM) [5] | 30. BCG's change delta [73] |
| 13. ACMP's [14] Standard for Change Management | 31. McKinsey's 7-S [25] |
| 14. Whelan-Berry and Somerville [13] | 32. Armenakis et al. [74] |
| 15. Kanter et al. [4] | 33. Greer and Ford [26] |
| 16. Galpin's [70] wheel of nine wedges | 34. Cawsey et al. [75] |
| 17. Model of Fernandez and Rainey [71] | 35. CMI's change Management maturity [27] |
| 18. Kickert [22] | 36. Fernandez and Rainey [71] |
| | 37. Change first's model [17] |

Appendix B

Звіт про фінансові результати (Звіт про сукупний дохід) за Рік 2020р.

Форма N2 Код за ДБО 1003

I. ФІНАНСОВІ РЕЗУЛЬТАТИ

| Стаття | Код рядка | За звітний період | За аналогічний період попереднього року |
|---|-----------|-------------------|---|
| 1 | 2 | 3 | 4 |
| Чистий дохід від реалізації продукції (товарів, робіт, послуг) | 2000 | 237 353 | 226 011 |
| Чисті зароблені страхові премії | 2010 | - | - |
| премії підписані, валова сума | 2011 | - | - |
| премії, передані у перестраховання | 2012 | - | - |
| зміна резерву незароблених премій, валова сума | 2013 | - | - |
| зміна частки перестраховиків у резерві незароблених премій | 2014 | - | - |
| Собівартість реалізованої продукції (товарів, робіт, послуг) | 2050 | (202 467) | (187 367) |
| Чисті понесені збитки за страховими виплатами | 2070 | - | - |
| Валовий: | | | |
| прибуток | 2090 | 34 886 | 38 644 |
| збиток | 2095 | (-) | (-) |
| Дохід (витрати) від зміни у резервах довгострокових зобов'язань | 2105 | - | - |
| Дохід (витрати) від зміни інших страхових резервів | 2110 | - | - |
| зміна інших страхових резервів, валова сума | 2111 | - | - |
| зміна частки перестраховиків в інших страхових резервах | 2112 | - | - |
| Інші операційні доходи | 2120 | 2 922 | 6 945 |
| у тому числі: | 2121 | - | - |
| дохід від зміни вартості активів, які оцінюються за справедливою вартістю | | | |
| дохід від первісного визнання біологічних активів і сільськогосподарської продукції | 2122 | - | - |
| дохід від використання коштів, вивільнених від оподаткування | 2123 | - | - |
| Адміністративні витрати | 2130 | (12 256) | (10 168) |
| Витрати на збут | 2150 | (18 463) | (26 330) |
| Інші операційні витрати | 2180 | (1 766) | (2 596) |
| у тому числі: | 2181 | - | - |
| витрати від зміни вартості активів, які оцінюються за справедливою вартістю | | | |
| витрати від первісного визнання біологічних активів і сільськогосподарської продукції | 2182 | - | - |
| Фінансовий результат від операційної діяльності: | | | |
| прибуток | 2190 | 5 323 | 6 495 |
| збиток | 2195 | (-) | (-) |
| Доход від участі в капіталі | 2200 | - | - |
| Інші фінансові доходи | 2220 | - | - |
| Інші доходи | 2240 | 1 946 | 2 146 |

| | | | |
|---|------|-----------|-----------|
| у тому числі: дохід від благодійної допомоги | 2241 | - | - |
| Фінансові витрати | 2250 | (5 154) | (5 623) |
| Втрати від участі в капіталі | 2255 | (-) | (-) |
| Інші витрати | 2270 | (906) | (1 980) |
| Прибуток (збиток) від впливу інфляції на монетарні статті | 2275 | - | - |
| Фінансовий результат до оподаткування: | | | |
| прибуток | 2290 | 1 209 | 1 038 |
| збиток | 2295 | (-) | (-) |
| Витрати (дохід) з податку на прибуток | 2300 | (232) | (187) |
| Прибуток (збиток) від припиненої діяльності після оподаткування | 2305 | - | - |
| Чистий фінансовий результат: | | | |
| прибуток | 2350 | 977 | 851 |
| збиток | 2355 | (-) | (-) |

II. СУКУПНИЙ ДОХІД

| Стаття | Код рядка | За звітний період | За аналогічний період попереднього року |
|---|-------------|-------------------|---|
| 1 | 2 | 3 | 4 |
| Дооцінка (уцінка) необоротних активів | 2400 | (1 946) | (1 992) |
| Дооцінка (уцінка) фінансових інструментів | 2405 | - | - |
| Накопичені курсові різниці | 2410 | - | - |
| Частка іншого сукупного доходу асоційованих та спільних підприємств | 2415 | - | - |
| Інший сукупний дохід | 2445 | - | - |
| Інший сукупний дохід до оподаткування | 2450 | (1 946) | (1 992) |
| Податок на прибуток, пов'язаний з іншим сукупним доходом | 2455 | - | - |
| Інший сукупний дохід після оподаткування | 2460 | (1 946) | (1 992) |
| Сукупний дохід (сума рядків 2350, 2355 та 2460) | 2465 | (969) | (1 141) |

III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ

| Назва статті | Код рядка | За звітний період | За аналогічний період попереднього року |
|----------------------------------|-------------|-------------------|---|
| 1 | 2 | 3 | 4 |
| Матеріальні затрати | 2500 | 9 716 | 12 997 |
| Витрати на оплату праці | 2505 | 35 987 | 37 210 |
| Відрахування на соціальні заходи | 2510 | 7 905 | 8 133 |
| Амортизація | 2515 | 4 102 | 4 339 |
| Інші операційні витрати | 2520 | 28 884 | 37 982 |
| Разом | 2550 | 86 594 | 100 661 |

IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ

| Назва статті | Код рядка | За звітний період | За аналогічний період попереднього року |
|--|-----------|-------------------|---|
| 1 | 2 | 3 | 4 |
| Середньорічна кількість простих акцій | 2600 | - | - |
| Скоригована середньорічна кількість простих акцій | 2605 | - | - |
| Чистий прибуток (збиток) на одну просту акцію | 2610 | - | - |
| Скоригований чистий прибуток (збиток) на одну просту акцію | 2615 | - | - |

| | | | |
|--------------------------------|------|---|---|
| Дивіденди на одну просту акцію | 2650 | - | - |
|--------------------------------|------|---|---|

Керівник
ВАСИЛЬОВИЧ

КРИВОВ'ЯЗ ДЕНИС

Головний бухгалтер
ЛЕОНІДІВНА

СКОБЕЛЬСЬКА ГАННА

Appendix C

Баланс (Звіт про фінансовий стан)

на 31 грудня 2020 р.

Форма №1 Код за ДКУД 180100

| А К Т И В | Код рядк а | На початок звітнього періоду | На кінець звітнього періоду |
|---|------------------|------------------------------------|-----------------------------------|
| І | 2 | 3 | 4 |
| І. Необоротні активи | | | |
| Нематеріальні активи | 1000 | 3 | 1 |
| первісна вартість | 1001 | 2 498 | 2 498 |
| накопичена амортизація | 1002 | 2 495 | 2 497 |
| Незавершені капітальні інвестиції | 1005 | 328 | 396 |
| Основні засоби | 1010 | 27 502 | 24 890 |
| первісна вартість | 1011 | 122 753 | 124 241 |
| знос | 1012 | 95 251 | 99 351 |
| Інвестиційна нерухомість | 1015 | - | - |
| Первісна вартість інвестиційної нерухомості | 1016 | - | - |
| Знос інвестиційної нерухомості | 1017 | - | - |
| Довгострокові біологічні активи | 1020 | - | - |
| Первісна вартість довгострокових біологічних активів | 1021 | - | - |
| Накопичена амортизація довгострокових біологічних активів | 1022 | - | - |
| Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств | 1030 | - | - |
| інші фінансові інвестиції | 1035 | - | - |
| Довгострокова дебіторська заборгованість | 1040 | - | - |
| Відстрочені податкові активи | 1045 | - | - |
| Гудвіл | 1050 | - | - |
| Відстрочені аквізиційні витрати | 1060 | - | - |
| Залишок коштів у централізованих страхових резервних фондах | 1065 | - | - |
| Інші необоротні активи | 1090 | - | - |
| Усього за розділом І | 1095 | 27 833 | 25 287 |
| П. Оборотні активи | | | |
| Запаси | 1100 | 92 350 | 95 472 |
| Виробничі запаси | 1101 | 9 676 | 15 961 |
| Незавершене виробництво | 1102 | - | - |
| Готова продукція | 1103 | 74 476 | 77 706 |
| Товари | 1104 | 8 198 | 1 805 |
| Поточні біологічні активи | 1110 | - | - |
| Депозити перестрахування | 1115 | - | - |
| Векселі одержані | 1120 | - | - |
| Дебіторська заборгованість за продукцію, товари, роботи, послуги | 1125 | 50 512 | 50 293 |
| Дебіторська заборгованість за розрахунками: за виданими авансами | 1130 | 3 060 | 3 986 |
| з бюджетом | 1135 | 1 207 | 2 642 |
| у тому числі з податку на прибуток | 1136 | - | - |
| Дебіторська заборгованість за розрахунками з нарахованих доходів | 1140 | - | - |
| Дебіторська заборгованість за розрахунками із | 1145 | - | - |

| | | | |
|---|-------------|----------------|----------------|
| внутрішніх розрахунків | | | |
| Інша поточна дебіторська заборгованість | 1155 | 1 593 | 1 606 |
| Поточні фінансові інвестиції | 1160 | - | - |
| Гроші та їх еквіваленти | 1165 | 293 | 97 |
| Готівка | 1166 | - | - |
| Рахунки в банках | 1167 | 293 | 97 |
| Витрати майбутніх періодів | 1170 | 33 | 71 |
| Частка перестраховика у страхових резервах | 1180 | - | - |
| у тому числі в: резервах довгострокових зобов'язань | 1181 | - | - |
| резервах збитків або резервах належних виплат | 1182 | - | - |
| резервах незароблених премій | 1183 | - | - |
| інших страхових резервах | 1184 | - | - |
| Інші оборотні активи | 1190 | 70 | 15 |
| Усього за розділом II | 1195 | 149 118 | 154 182 |
| III. Необоротні активи, утримувані для продажу, та групи вибуття | 1200 | - | - |
| Баланс | 1300 | 176 951 | 179 469 |

| Пасив | Код рядка | На початок звітнього періоду | На кінець звітнього періоду |
|---|-------------|------------------------------|-----------------------------|
| 1 | 2 | 3 | 4 |
| I. Власний капітал | | | |
| Зареєстрований (пайовий) капітал | 1400 | 30 403 | 30 403 |
| Внески до незареєстрованого статутного капіталу | 1401 | - | - |
| Капітал у дооцінках | 1405 | 20 423 | 18 477 |
| Додатковий капітал | 1410 | - | - |
| Емісійний дохід | 1411 | - | - |
| Накопичені курсові різниці | 1412 | - | - |
| Резервний капітал | 1415 | 4 399 | 4 444 |
| Нерозподілений прибуток (непокритий збиток) | 1420 | 17 602 | 18 534 |
| Неоплачений капітал | 1425 | (-) | (-) |
| Вилучений капітал | 1430 | (-) | (-) |
| Інші резерви | 1435 | - | - |
| Усього за розділом I | 1495 | 72 827 | 71 858 |
| II. Довгострокові зобов'язання і забезпечення | | | |
| Відстрочені податкові зобов'язання | 1500 | - | - |
| Пенсійні зобов'язання | 1505 | - | - |
| Довгострокові кредити банків | 1510 | - | - |
| Інші довгострокові зобов'язання | 1515 | - | - |
| Довгострокові забезпечення | 1520 | 161 | 195 |
| Довгострокові забезпечення витрат персоналу | 1521 | - | - |
| Цільове фінансування | 1525 | - | - |
| Благодійна допомога | 1526 | - | - |
| Страхові резерви | 1530 | - | - |
| у тому числі: резерв довгострокових зобов'язань | 1531 | - | - |
| резерв збитків або резерв належних виплат | 1532 | - | - |
| резерв незароблених премій | 1533 | - | - |
| інші страхові резерви | 1534 | - | - |
| Інвестиційні контракти | 1535 | - | - |
| Призовий фонд | 1540 | - | - |
| Резерв на виплату джек-поту | 1545 | - | - |
| Усього за розділом II | 1595 | 161 | 195 |
| III. Поточні зобов'язання і забезпечення | | | |
| Короткострокові кредити банків | 1600 | 30 769 | 30 793 |
| Векселі видані | 1605 | - | - |
| Поточна кредиторська заборгованість за: довгостроковими зобов'язаннями | 1610 | - | - |
| товари, роботи, послуги | 1615 | 55 665 | 52 487 |
| розрахунками з бюджетом | 1620 | 478 | 363 |
| у тому числі з податку на прибуток | 1621 | 43 | 46 |
| розрахунками зі страхування | 1625 | 392 | 327 |
| розрахунками з оплати праці | 1630 | 1 438 | 1 037 |
| Поточна кредиторська заборгованість за одержаними авансами | 1635 | 266 | 7 064 |

| | | | |
|--|-------------|----------------|----------------|
| Поточна кредиторська заборгованість за розрахунками з учасниками | 1640 | - | - |
| Поточна кредиторська заборгованість із внутрішніх розрахунків | 1645 | - | - |
| Поточна кредиторська заборгованість за страховою діяльністю | 1650 | - | - |
| Поточні забезпечення | 1660 | - | - |
| Доходи майбутніх періодів | 1665 | - | - |
| Відстрочені комісійні доходи від перестраховиків | 1670 | - | - |
| Інші поточні зобов'язання | 1690 | 14 955 | 15 345 |
| Усього за розділом III | 1695 | 103 963 | 107 416 |
| IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття | 1700 | - | - |
| V. Чиста вартість активів недержавного пенсійного фонду | 1800 | - | - |
| Баланс | 1900 | 176 951 | 179 469 |

Керівник
ВАСИЛЬОВИЧ

КРИВОВ'ЯЗ ДЕНИС

Головний бухгалтер
ЛЕОНІДІВНА

СКОБЕЛЬСЬКА ГАННА

Appendix D

Звіт про рух грошових коштів (за прямим методом) за Рік
2020р.

Форма N3 Код за ДКУД

1801004

| Стаття | Код | За звітний період | За аналогічний період попереднього року |
|--|-------------|-------------------|--|
| 1 | 2 | 3 | 4 |
| I. Рух коштів у результаті операційної діяльності | | | |
| Надходження від: Реалізації продукції (товарів, робіт, послуг) | 3000 | 248 662 | 261 288 |
| Повернення податків і зборів | 3005 | 90 | - |
| у тому числі податку на додану вартість | 3006 | - | - |
| Цільового фінансування | 3010 | 751 | 589 |
| Надходження від отримання субсидій, дотацій | 3011 | - | - |
| Надходження авансів від покупців і замовників | 3015 | 2 491 | 7 561 |
| Надходження від повернення авансів | 3020 | 117 | 72 |
| Надходження від відсотків за залишками коштів на поточних рахунках | 3025 | - | - |
| Надходження від боржників неустойки (штрафів, пені) | 3035 | 121 | 623 |
| Надходження від операційної оренди | 3040 | - | - |
| Надходження від отримання роялті, авторських винагород | 3045 | 28 472 | - |
| Надходження від страхових премій | 3050 | - | 4 |
| Надходження фінансових установ від повернення позик | 3055 | - | - |
| Інші надходження | 3095 | 22 | 112 |
| Витрачання на оплату: Товарів (робіт, послуг) | 3100 | (203 905) | (205 987) |
| Праці | 3105 | (28 849) | (29 543) |
| Відрахувань на соціальні заходи | 3110 | (8 206) | (8 172) |
| Зобов'язань з податків і зборів | 3115 | (7 801) | (8 206) |
| Витрачання на оплату зобов'язань з податку на прибуток | 3116 | (229) | (153) |
| Витрачання на оплату зобов'язань з податку на додану вартість | 3117 | (-) | (215) |
| Витрачання на оплату зобов'язань з інших податків і зборів | 3118 | (7 572) | (7 838) |
| Витрачання на оплату авансів | 3135 | (27 795) | (29 273) |
| Витрачання на оплату повернення авансів | 3140 | (-) | (-) |
| Витрачання на оплату цільових внесків | 3145 | (-) | (-) |
| Витрачання на оплату зобов'язань за страховими контрактами | 3150 | (-) | (-) |
| Витрачання фінансових установ на надання позик | 3155 | (-) | (-) |
| Інші витрачання | 3190 | (234) | (249) |
| Чистий рух коштів від операційної діяльності | 3195 | 3 936 | -11 181 |
| II. Рух коштів у результаті інвестиційної діяльності | | | |
| Надходження від реалізації: фінансових інвестицій | 3200 | - | - |
| необоротних активів | 3205 | - | - |
| Надходження від отриманих: відсотків | 3215 | - | - |
| дивідендів | 3220 | - | - |
| Надходження від деривативів | 3225 | - | - |
| Надходження від погашення позик | 3230 | - | - |

| | | | |
|--|-------------|-----------|-----------|
| Надходження від вибуття дочірнього підприємства та іншої господарської одиниці | 3235 | - | - |
| Інші надходження | 3250 | - | - |
| Витрачання на придбання: фінансових інвестицій | 3255 | (-) | (-) |
| необоротних активів | 3260 | (-) | (-) |
| Виплати за деривативами | 3270 | (-) | (-) |
| Витрачання на надання позик | 3275 | (-) | (-) |
| Витрачання на придбання дочірнього підприємства та іншої господарської одиниці | 3280 | (-) | (-) |
| Інші платежі | 3290 | (-) | (-) |
| Чистий рух коштів від інвестиційної діяльності | 3295 | - | - |
| III. Рух коштів у результаті фінансової діяльності | | | |
| Надходження від: Власного капіталу | 3300 | - | - |
| Отримання позик | 3305 | 68 009 | 54 149 |
| Надходження від продажу частки в дочірньому підприємстві | 3310 | - | - |
| Інші надходження | 3340 | 73 | 15 819 |
| Витрачання на: Виплати власних акцій | 3345 | (-) | (-) |
| Погашення позик | 3350 | 67 985 | 53 080 |
| Сплату дивідендів | 3355 | (-) | (-) |
| Витрачання на сплату відсотків | 3360 | (4 170) | (5 623) |
| Витрачання на сплату заборгованості з фінансової оренди | 3365 | (-) | (-) |
| Витрачання на придбання частки в дочірньому підприємстві | 3370 | (-) | (-) |
| Витрачання на виплати неконтрольованим часткам у дочірніх підприємствах | 3375 | (-) | (-) |
| Інші платежі | 3390 | (59) | (206) |
| Чистий рух коштів від фінансової діяльності | 3395 | -4 132 | 11 059 |
| Чистий рух грошових коштів за звітний період | 3400 | -196 | -122 |
| Залишок коштів на початок року | 3405 | 293 | 415 |
| Вплив зміни валютних курсів на залишок коштів | 3410 | - | - |
| Залишок коштів на кінець року | 3415 | 97 | 293 |

Керівник
ВАСИЛЬОВИЧ

КРИВОВ'ЯЗ ДЕНИС

Головний бухгалтер
ЛЕОНІДІВНА

СКОБЕЛЬСЬКА ГАННА

Appendix E

Баланс (Звіт про фінансовий стан)
на 31 грудня 2021 р.

Форма №1 Код за
ДКУД 1801001

| А К Т И В | Код рядка | На початок звітного періоду | На кінець звітного періоду |
|--|--------------|--------------------------------|-------------------------------|
| 1 | 2 | 3 | 4 |
| I. Необоротні активи | | | |
| Нематеріальні активи | 1000 | 1 | - |
| первісна вартість | 1001 | 2 498 | 2 498 |
| накопичена амортизація | 1002 | 2 497 | 2 498 |
| Незавершені капітальні інвестиції | 1005 | 396 | 596 |
| Основні засоби | 1010 | 24 890 | 21 896 |
| первісна вартість | 1011 | 124 241 | 125 183 |
| знос | 1012 | 99 351 | 103 287 |
| Інвестиційна нерухомість | 1015 | - | - |
| первісна вартість інвестиційної нерухомості | 1016 | - | - |
| знос інвестиційної нерухомості | 1017 | - | - |
| Довгострокові біологічні активи | 1020 | - | - |
| первісна вартість довгострокових біологічних активів | 1021 | - | - |
| накопичена амортизація довгострокових біологічних активів | 1022 | - | - |
| Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств | 1030 | - | - |
| інші фінансові інвестиції | 1035 | - | - |
| Довгострокова дебіторська заборгованість | 1040 | - | - |
| Відстрочені податкові активи | 1045 | - | - |
| Гудвіл | 1050 | - | - |
| Відстрочені аквізиційні витрати | 1060 | - | - |
| Залишок коштів у централізованих страхових резервних фондах | 1065 | - | - |
| Інші необоротні активи | 1090 | - | - |
| Усього за розділом I | 1095 | 25 287 | 22 492 |
| II. Оборотні активи | | | |
| Запаси | 1100 | 95 472 | 130 665 |
| виробничі запаси | 1101 | 15 961 | 13 606 |
| незавершене виробництво | 1102 | - | - |
| готова продукція | 1103 | 77 706 | 117 040 |
| товари | 1104 | 1 805 | 19 |
| Поточні біологічні активи | 1110 | - | - |
| Депозити перестрахування | 1115 | - | - |
| Векселі одержані | 1120 | - | - |
| Дебіторська заборгованість за продукцію, товари, роботи, послуги | 1125 | 50 293 | 34 441 |
| Дебіторська заборгованість за розрахунками: за виданими авансами | 1130 | 3 986 | 638 |
| з бюджетом | 1135 | 2 642 | 9 960 |

| | | | |
|---|------------------|------------------------------------|-----------------------------------|
| у тому числі з податку на прибуток | 1136 | - | 28 |
| Дебіторська заборгованість за розрахунками з нарахованих доходів | 1140 | - | - |
| Дебіторська заборгованість за розрахунками із внутрішніх розрахунків | 1145 | - | - |
| Інша поточна дебіторська заборгованість | 1155 | 1 606 | 1 544 |
| Поточні фінансові інвестиції | 1160 | - | - |
| Гроші та їх еквіваленти | 1165 | 97 | 67 |
| готівка | 1166 | - | - |
| рахунки в банках | 1167 | 97 | 67 |
| Витрати майбутніх періодів | 1170 | 71 | 199 |
| Частка перестраховика у страхових резервах | 1180 | - | - |
| у тому числі в: | | | |
| резервах довгострокових зобов'язань | 1181 | - | - |
| резервах збитків або резервах належних виплат | 1182 | - | - |
| резервах незароблених премій | 1183 | - | - |
| інших страхових резервах | 1184 | - | - |
| Інші оборотні активи | 1190 | 15 | 299 |
| Усього за розділом II | 1195 | 154 182 | 177 813 |
| III. Необоротні активи, утримувані для продажу, та групи вибуття | 1200 | - | - |
| Баланс | 1300 | 179 469 | 200 305 |
| Пасив | Код рядка | На початок звітного періоду | На кінець звітного періоду |
| 1 | 2 | 3 | 4 |
| I. Власний капітал | | | |
| Зареєстрований (пайовий) капітал | 1400 | 30 403 | 30 403 |
| Внески до незареєстрованого статутного капіталу | 1401 | - | - |
| Капітал у дооцінках | 1405 | 18 477 | 16 554 |
| Додатковий капітал | 1410 | - | - |
| емісійний дохід | 1411 | - | - |
| накопичені курсові різниці | 1412 | - | - |
| Резервний капітал | 1415 | 4 444 | 4 494 |
| Нерозподілений прибуток (непокритий збиток) | 1420 | 18 534 | 19 244 |
| Неоплачений капітал | 1425 | (-) | (-) |
| Вилучений капітал | 1430 | (-) | (-) |
| Інші резерви | 1435 | - | - |
| Усього за розділом I | 1495 | 71 858 | 70 695 |
| II. Довгострокові зобов'язання і забезпечення | | | |
| Відстрочені податкові зобов'язання | 1500 | - | - |
| Пенсійні зобов'язання | 1505 | - | - |
| Довгострокові кредити банків | 1510 | - | - |
| Інші довгострокові зобов'язання | 1515 | - | - |
| Довгострокові забезпечення | 1520 | 195 | 26 |
| довгострокові забезпечення витрат персоналу | 1521 | - | - |
| Цільове фінансування | 1525 | - | - |
| благодійна допомога | 1526 | - | - |
| Страхові резерви | 1530 | - | - |
| у тому числі: | 1531 | - | - |

| | | | |
|--|-------------|----------------|----------------|
| резерв довгострокових зобов'язань | | | |
| резерв збитків або резерв належних виплат | 1532 | - | - |
| резерв незароблених премій | 1533 | - | - |
| інші страхові резерви | 1534 | - | - |
| Інвестиційні контракти | 1535 | - | - |
| Призовий фонд | 1540 | - | - |
| Резерв на виплату джек-поту | 1545 | - | - |
| Усього за розділом II | 1595 | 195 | 26 |
| III. Поточні зобов'язання і забезпечення | | | |
| Короткострокові кредити банків | 1600 | 30 793 | 35 000 |
| Векселі видані | 1605 | - | - |
| Поточна кредиторська заборгованість за: довгостроковими зобов'язаннями | 1610 | - | - |
| товари, роботи, послуги | 1615 | 52 487 | 66 703 |
| розрахунками з бюджетом | 1620 | 363 | 431 |
| у тому числі з податку на прибуток | 1621 | 46 | - |
| розрахунками зі страхування | 1625 | 327 | 423 |
| розрахунками з оплати праці | 1630 | 1 037 | 1 433 |
| Поточна кредиторська заборгованість за одержаними авансами | 1635 | 7 064 | 11 917 |
| Поточна кредиторська заборгованість за розрахунками з учасниками | 1640 | - | - |
| Поточна кредиторська заборгованість із внутрішніх розрахунків | 1645 | - | - |
| Поточна кредиторська заборгованість за страховою діяльністю | 1650 | - | - |
| Поточні забезпечення | 1660 | - | - |
| Доходи майбутніх періодів | 1665 | - | - |
| Відстрочені комісійні доходи від перестраховиків | 1670 | - | - |
| Інші поточні зобов'язання | 1690 | 15 345 | 13 677 |
| Усього за розділом III | 1695 | 107 416 | 129 584 |
| IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття | 1700 | - | - |
| V. Чиста вартість активів недержавного пенсійного фонду | 1800 | - | - |
| Баланс | 1900 | 179 469 | 200 305 |

Керівник

СКОБЕЛЬСЬКА ГАННА ЛЕОНІДІВНА

Головний бухгалтер

САВОН ОЛЕНА АНАТОЛІВНА

Appendix F

Звіт про фінансові результати (Звіт про сукупний дохід)

за Рік 2021

р.

Форма № 2 Код за ДКУД **1801003**

I. ФІНАНСОВІ РЕЗУЛЬТАТИ

| Стаття | Код рядка | За звітний період | За аналогічний період попереднього року |
|--|-----------|-------------------|---|
| 1 | 2 | 3 | 4 |
| Чистий дохід від реалізації продукції (товарів, робіт, послуг) | 2000 | 264 580 | 237 353 |
| Чисті зароблені страхові премії | 2010 | - | - |
| <i>премії підписані, валова сума</i> | 2011 | - | - |
| <i>премії, передані у перестрахування</i> | 2012 | - | - |
| <i>зміна резерву незароблених премій, валова сума</i> | 2013 | - | - |
| <i>зміна частки перестраховиків у резерві незароблених премій</i> | 2014 | - | - |
| Собівартість реалізованої продукції (товарів, робіт, послуг) | 2050 | (205 547) | (202 467) |
| Чисті понесені збитки за страховими виплатами | 2070 | - | - |
| Валовий: | | | |
| прибуток | 2090 | 59 033 | 34 886 |
| збиток | 2095 | (-) | (-) |
| Дохід (витрати) від зміни у резервах довгострокових зобов'язань | 2105 | - | - |
| Дохід (витрати) від зміни інших страхових резервів | 2110 | - | - |
| <i>зміна інших страхових резервів, валова сума</i> | 2111 | - | - |
| <i>зміна частки перестраховиків в інших страхових резервах</i> | 2112 | - | - |
| Інші операційні доходи | 2120 | 4 544 | 2 922 |
| у тому числі: | 2121 | - | - |
| <i>дохід від зміни вартості активів, які оцінюються за справедливою вартістю</i> | | | |
| <i>дохід від первісного визнання біологічних активів і сільськогосподарської продукції</i> | 2122 | - | - |
| <i>дохід від використання коштів, вивільнених від оподаткування</i> | 2123 | - | - |
| Адміністративні витрати | 2130 | (27 904) | (12 256) |
| Витрати на збут | 2150 | (26 268) | (18 463) |
| Інші операційні витрати | 2180 | (5 007) | (1 766) |
| у тому числі: | 2181 | - | - |
| <i>витрати від зміни вартості активів, які оцінюються за справедливою вартістю</i> | | | |
| <i>витрати від первісного визнання біологічних активів і сільськогосподарської продукції</i> | 2182 | - | - |
| Фінансовий результат від операційної діяльності: | | | |
| прибуток | 2190 | 4 398 | 5 323 |

| | | | |
|---|------|-----------|-----------|
| збиток | 2195 | (-) | (-) |
| Дохід від участі в капіталі | 2200 | - | - |
| Інші фінансові доходи | 2220 | 10 | - |
| Інші доходи | 2240 | 2 423 | 1 946 |
| у тому числі: дохід від благодійної допомоги | 2241 | - | - |
| Фінансові витрати | 2250 | (4 371) | (5 154) |
| Втрати від участі в капіталі | 2255 | (-) | (-) |
| Інші витрати | 2270 | (1 527) | (906) |
| Прибуток (збиток) від впливу інфляції на монетарні статті | 2275 | - | - |

Продовження додатка 2

| | | | |
|---|------|-------|-------|
| Фінансовий результат до оподаткування: прибуток | 2290 | 933 | 1 209 |
| збиток | 2295 | (-) | (-) |
| Витрати (дохід) з податку на прибуток | 2300 | (174) | (232) |
| Прибуток (збиток) від припиненої діяльності після оподаткування | 2305 | - | - |
| Чистий фінансовий результат: прибуток | 2350 | 759 | 977 |
| збиток | 2355 | (-) | (-) |

п. СУКУПНИЙ ДОХІД

| Стаття | Код рядка | За звітний період | За аналогічний період попереднього року |
|---|--------------|----------------------|--|
| 1 | 2 | 3 | 4 |
| Дооцінка (уцінка) необоротних активів | 2400 | (1 923) | (1 946) |
| Дооцінка (уцінка) фінансових інструментів | 2405 | - | - |
| Накопичені курсові різниці | 2410 | - | - |
| Частка іншого сукупного доходу асоційованих та спільних підприємств | 2415 | - | - |
| Інший сукупний дохід | 2445 | - | - |
| Інший сукупний дохід до оподаткування | 2450 | (1 923) | (1 946) |
| Податок на прибуток, пов'язаний з іншим сукупним доходом | 2455 | - | - |
| Інший сукупний дохід після оподаткування | 2460 | (1 923) | (1 946) |
| Сукупний дохід (сума рядків 2350, 2355 та 2460) | 2465 | (1 164) | (969) |

ІІІ. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ

| Назва статті | Код рядка | За звітний період | За аналогічний період попереднього року |
|---------------------|--------------|----------------------|--|
| 1 | 2 | 3 | 4 |
| Матеріальні затрати | 2500 | 19 252 | 9 716 |

| | | | |
|----------------------------------|-------------|---------|--------|
| Витрати на оплату праці | 2505 | 43 637 | 35 987 |
| Відрахування на соціальні заходи | 2510 | 9 521 | 7 905 |
| Амортизація | 2515 | 4 078 | 4 102 |
| Інші операційні витрати | 2520 | 35 075 | 28 884 |
| Разом | 2550 | 111 563 | 86 594 |

IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ

| Назва статті | Код рядка | За звітний період | За аналогічний період попереднього року |
|---|--------------|----------------------|--|
| 1 | 2 | 3 | 4 |
| Середньорічна кількість простих акцій | 2600 | - | - |
| Скоригована середньорічна кількість простих акцій | 2605 | - | - |
| Чистий прибуток (збиток) на одну просту акцію | 2610 | - | - |
| Скоригований чистий прибуток (збиток) на одну просту акцію | 2615 | - | - |
| Дивіденди на одну просту акцію | 2650 | - | - |

Керівник

СКОБЕЛЬСЬКА ГАННА ЛЕОНІДІВНА

Головний бухгалтер

САВОН ОЛЕНА АНАТОЛІЇВНА

Appendix G

Баланс (Звіт про фінансовий стан)

на 31 грудня 2022

р.

Форма №1 Код
за ДКУД

1801001

| А К Т И В | Код рядка | На початок звітнього періоду | На кінець звітнього періоду |
|--|--------------|---------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 |
| I. Необоротні активи | | | |
| Нематеріальні активи | 1000 | - | - |
| первісна вартість | 1001 | 2 498 | 2 498 |
| накопичена амортизація | 1002 | 2 498 | 2 498 |
| Незавершені капітальні інвестиції | 1005 | 596 | 508 |
| Основні засоби | 1010 | 21 896 | 21 011 |
| первісна вартість | 1011 | 125 183 | 128 477 |
| знос | 1012 | 103 287 | 107 466 |
| Інвестиційна нерухомість | 1015 | - | - |
| первісна вартість інвестиційної нерухомості | 1016 | - | - |
| знос інвестиційної нерухомості | 1017 | - | - |
| Довгострокові біологічні активи | 1020 | - | - |
| первісна вартість довгострокових біологічних активів | 1021 | - | - |
| накопичена амортизація довгострокових біологічних активів | 1022 | - | - |
| Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств | 1030 | - | - |
| інші фінансові інвестиції | 1035 | - | - |
| Довгострокова дебіторська заборгованість | 1040 | - | - |
| Відстрочені податкові активи | 1045 | - | - |
| Гудвіл | 1050 | - | - |
| Відстрочені аквізиційні витрати | 1060 | - | - |
| Залишок коштів у централізованих страхових резервних фондах | 1065 | - | - |
| Інші необоротні активи | 1090 | - | - |
| Усього за розділом I | 1095 | 22 492 | 21 519 |
| II. Оборотні активи | | | |
| Запаси | 1100 | 130 665 | 127 470 |
| виробничі запаси | 1101 | 13 606 | 37 209 |
| незавершене виробництво | 1102 | - | - |
| готова продукція | 1103 | 117 040 | 89 805 |
| товари | 1104 | 19 | 456 |
| Поточні біологічні активи | 1110 | - | - |
| Депозити перестрахування | 1115 | - | - |
| Векселі одержані | 1120 | - | - |
| Дебіторська заборгованість за продукцію, товари, роботи, послуги | 1125 | 34 441 | 42 748 |
| Дебіторська заборгованість за розрахунками: за виданими авансами | 1130 | 638 | 18 795 |
| з бюджетом | 1135 | 9 960 | 2 833 |
| у тому числі з податку на прибуток | 1136 | 28 | - |

| | | | |
|---|------------------|------------------------------------|-----------------------------------|
| Дебіторська заборгованість за розрахунками з нарахованих доходів | 1140 | - | - |
| Дебіторська заборгованість за розрахунками із внутрішніх розрахунків | 1145 | - | - |
| Інша поточна дебіторська заборгованість | 1155 | 1 544 | 2 158 |
| Поточні фінансові інвестиції | 1160 | - | - |
| Гроші та їх еквіваленти | 1165 | 67 | 4 344 |
| готівка | 1166 | - | - |
| рахунки в банках | 1167 | 67 | 4 344 |
| Витрати майбутніх періодів | 1170 | 199 | 153 |
| Частка перестраховика у страхових резервах | 1180 | - | - |
| у тому числі в: | | | |
| резервах довгострокових зобов'язань | 1181 | - | - |
| резервах збитків або резервах належних виплат | 1182 | - | - |
| резервах незароблених премій | 1183 | - | - |
| інших страхових резервах | 1184 | - | - |
| Інші оборотні активи | 1190 | 299 | 5 039 |
| Усього за розділом II | 1195 | 177 813 | 203 540 |
| III. Необоротні активи, утримувані для продажу, та групи вибуття | 1200 | - | - |
| Баланс | 1300 | 200 305 | 225 059 |
| Пасив | Код рядка | На початок звітного періоду | На кінець звітного періоду |
| 1 | 2 | 3 | 4 |
| I. Власний капітал | | | |
| Зареєстрований (пайовий) капітал | 1400 | 30 403 | 30 403 |
| Внески до незареєстрованого статутного капіталу | 1401 | - | - |
| Капітал у дооцінках | 1405 | 16 554 | 14 645 |
| Додатковий капітал | 1410 | - | - |
| емісійний дохід | 1411 | - | - |
| накопичені курсові різниці | 1412 | - | - |
| Резервний капітал | 1415 | 4 494 | 4 494 |
| Нерозподілений прибуток (непокритий збиток) | 1420 | 19 244 | 20 412 |
| Неоплачений капітал | 1425 | (-) | (-) |
| Вилучений капітал | 1430 | (-) | (-) |
| Інші резерви | 1435 | - | - |
| Усього за розділом I | 1495 | 70 695 | 69 954 |
| II. Довгострокові зобов'язання і забезпечення | | | |
| Відстрочені податкові зобов'язання | 1500 | - | - |
| Пенсійні зобов'язання | 1505 | - | - |
| Довгострокові кредити банків | 1510 | - | - |
| Інші довгострокові зобов'язання | 1515 | - | - |
| Довгострокові забезпечення | 1520 | 26 | 44 |
| довгострокові забезпечення витрат персоналу | 1521 | - | - |
| Цільове фінансування | 1525 | - | - |
| благодійна допомога | 1526 | - | - |
| Страхові резерви | 1530 | - | - |
| у тому числі: | 1531 | - | - |
| резерв довгострокових зобов'язань | | | |

| | | | |
|--|-------------|----------------|----------------|
| резерв збитків або резерв належних виплат | 1532 | - | - |
| резерв незароблених премій | 1533 | - | - |
| інші страхові резерви | 1534 | - | - |
| Інвестиційні контракти | 1535 | - | - |
| Призовий фонд | 1540 | - | - |
| Резерв на виплату джек-поту | 1545 | - | - |
| Усього за розділом II | 1595 | 26 | 44 |
| III. Поточні зобов'язання і забезпечення | | | |
| Короткострокові кредити банків | 1600 | 35 000 | 60 000 |
| Векселі видані | 1605 | - | - |
| Поточна кредиторська заборгованість за: довгостроковими зобов'язаннями | 1610 | - | - |
| товари, роботи, послуги | 1615 | 66 703 | 66 119 |
| розрахунками з бюджетом | 1620 | 431 | 2 544 |
| у тому числі з податку на прибуток | 1621 | - | 59 |
| розрахунками зі страхування | 1625 | 423 | 545 |
| розрахунками з оплати праці | 1630 | 1 433 | 1 876 |
| Поточна кредиторська заборгованість за одержаними авансами | 1635 | 11 917 | 22 467 |
| Поточна кредиторська заборгованість за розрахунками з учасниками | 1640 | - | - |
| Поточна кредиторська заборгованість із внутрішніх розрахунків | 1645 | - | - |
| Поточна кредиторська заборгованість за страховою діяльністю | 1650 | - | - |
| Поточні забезпечення | 1660 | - | - |
| Доходи майбутніх періодів | 1665 | - | - |
| Відстрочені комісійні доходи від перестраховиків | 1670 | - | - |
| Інші поточні зобов'язання | 1690 | 13 677 | 1 510 |
| Усього за розділом III | 1695 | 129 584 | 155 061 |
| IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття | 1700 | - | - |
| V. Чиста вартість активів недержавного пенсійного фонду | 1800 | - | - |
| Баланс | 1900 | 200 305 | 225 059 |

Керівник

СКОБЕЛЬСЬКА ГАННА ЛЕОНІДІВНА

Головний бухгалтер

САВОН ОЛЕНА АНАТОЛІВНА

Appendix H

Звіт про фінансові результати (Звіт про сукупний дохід)

за Рік 2022

р.

Форма № 2 Код за ДКУД 1801003

I. ФІНАНСОВІ РЕЗУЛЬТАТИ

| Стаття | Код рядка | За звітний період | За аналогічний період попереднього року |
|---|-----------|-------------------|---|
| 1 | 2 | 3 | 4 |
| Чистий дохід від реалізації продукції (товарів, робіт, послуг) | 2000 | 429 574 | 264 580 |
| Чисті зароблені страхові премії | 2010 | - | - |
| премії підписані, валова сума | 2011 | - | - |
| премії, передані у перестраховування | 2012 | - | - |
| зміна резерву незароблених премій, валова сума | 2013 | - | - |
| зміна частки перестраховиків у резерві незароблених премій | 2014 | - | - |
| Собівартість реалізованої продукції (товарів, робіт, послуг) | 2050 | (367 580) | (205 547) |
| Чисті понесені збитки за страховими виплатами | 2070 | - | - |
| Валовий: | | | |
| прибуток | 2090 | 61 994 | 59 033 |
| збиток | 2095 | (-) | (-) |
| Дохід (витрати) від зміни у резервах довгострокових зобов'язань | 2105 | - | - |
| Дохід (витрати) від зміни інших страхових резервів | 2110 | - | - |
| зміна інших страхових резервів, валова сума | 2111 | - | - |
| зміна частки перестраховиків в інших страхових резервах | 2112 | - | - |
| Інші операційні доходи | 2120 | 5 367 | 4 544 |
| у тому числі: | 2121 | - | - |
| дохід від зміни вартості активів, які оцінюються за справедливою вартістю | | | |
| дохід від первісного визнання біологічних активів і сільськогосподарської продукції | 2122 | - | - |
| дохід від використання коштів, вивільнених від оподаткування | 2123 | - | - |
| Адміністративні витрати | 2130 | (19 876) | (27 904) |
| Витрати на збут | 2150 | (36 263) | (26 268) |
| Інші операційні витрати | 2180 | (5 853) | (5 007) |
| у тому числі: | 2181 | - | - |
| витрати від зміни вартості активів, які оцінюються за справедливою вартістю | | | |
| витрати від первісного визнання біологічних активів і сільськогосподарської продукції | 2182 | - | - |
| Фінансовий результат від операційної діяльності: | | | |
| прибуток | 2190 | 5 369 | 4 398 |

| | | | |
|---|------|-----------|-----------|
| збиток | 2195 | (-) | (-) |
| Дохід від участі в капіталі | 2200 | - | - |
| Інші фінансові доходи | 2220 | - | 10 |
| Інші доходи | 2240 | 1 909 | 2 423 |
| у тому числі: дохід від благодійної допомоги | 2241 | - | - |
| Фінансові витрати | 2250 | (5 803) | (4 371) |
| Втрати від участі в капіталі | 2255 | (-) | (-) |
| Інші витрати | 2270 | (40) | (1 527) |
| Прибуток (збиток) від впливу інфляції на монетарні статті | 2275 | - | - |

Продовження додатка 2

| | | | |
|---|------|-------|-------|
| Фінансовий результат до оподаткування: прибуток | 2290 | 1 435 | 933 |
| збиток | 2295 | (-) | (-) |
| Витрати (дохід) з податку на прибуток | 2300 | (267) | (174) |
| Прибуток (збиток) від припиненої діяльності після оподаткування | 2305 | - | - |
| Чистий фінансовий результат: прибуток | 2350 | 1 168 | 759 |
| збиток | 2355 | (-) | (-) |

п. СУКУПНИЙ ДОХІД

| Стаття | Код рядка | За звітний період | За аналогічний період попереднього року |
|---|-------------|-------------------|---|
| 1 | 2 | 3 | 4 |
| Дооцінка (уцінка) необоротних активів | 2400 | (1 909) | (1 923) |
| Дооцінка (уцінка) фінансових інструментів | 2405 | - | - |
| Накопичені курсові різниці | 2410 | - | - |
| Частка іншого сукупного доходу асоційованих та спільних підприємств | 2415 | - | - |
| Інший сукупний дохід | 2445 | - | - |
| Інший сукупний дохід до оподаткування | 2450 | (1 909) | (1 923) |
| Податок на прибуток, пов'язаний з іншим сукупним доходом | 2455 | - | - |
| Інший сукупний дохід після оподаткування | 2460 | (1 909) | (1 923) |
| Сукупний дохід (сума рядків 2350, 2355 та 2460) | 2465 | (741) | (1 164) |

ІІІ. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ

| Назва статті | Код рядка | За звітний період | За аналогічний період попереднього року |
|----------------------------------|-----------|-------------------|---|
| 1 | 2 | 3 | 4 |
| Матеріальні затрати | 2500 | 32 091 | 19 252 |
| Витрати на оплату праці | 2505 | 65 823 | 43 637 |
| Відрахування на соціальні заходи | 2510 | 14 304 | 9 521 |

| | | | |
|-------------------------|-------------|---------|---------|
| Амортизація | 2515 | 4 179 | 4 078 |
| Інші операційні витрати | 2520 | 49 493 | 35 075 |
| Разом | 2550 | 165 890 | 111 563 |

IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ

| Назва статті | Код рядка | За звітний період | За аналогічний період попереднього року |
|---|--------------|----------------------|--|
| 1 | 2 | 3 | 4 |
| Середньорічна кількість простих акцій | 2600 | - | - |
| Скоригована середньорічна кількість простих акцій | 2605 | - | - |
| Чистий прибуток (збиток) на одну просту акцію | 2610 | - | - |
| Скоригований чистий прибуток (збиток) на одну просту акцію | 2615 | - | - |
| Дивіденди на одну просту акцію | 2650 | - | - |

Керівник

СКОБЕЛЬСЬКА ГАННА ЛЕОНІДІВНА

Головний бухгалтер

САВОН ОЛЕНА АНАТОЛІЇВНА

Appendix I

Financial Forecast for 2023, “Lagoda” PJSC (in thousands UAH)

| Account | Calculations & Value |
|-----------------------------------|--|
| Projected Revenue | $\text{UAH}429,574 \times (1 + 45.66\%) = \text{UAH}625,491.24$ |
| Projected Cost of Goods Sold | $\text{UAH}144,023 \times (1 + 21.06\%) = \text{UAH}174,480.38$ |
| Projected Gross Profit | $\text{UAH}625,491.24 - \text{UAH}174,480.38 = \text{UAH}451,010.86$ |
| Projected Selling Expenses | $\text{UAH}17,393 \times (1 + 21.06\%) = \text{UAH}21,024.06$ |
| Projected Administrative Expenses | $\text{UAH}30,227 \times (1 + 21.06\%) = \text{UAH}36,588.82$ |
| Projected Operating Expenses | $\text{UAH}21,024.06 + \text{UAH}36,588.82 = \text{UAH}57,612.88$ |
| Projected Operating Income | $\text{UAH}451,010.86 - \text{UAH}57,612.88 = \text{UAH}393,397.98$ |
| Projected Interest Expense | $\text{UAH}5,008 \times (1 + 21.06\%) = \text{UAH}6,063.48$ |
| Projected Net Income | $\text{UAH}393,397.98 - \text{UAH}6,063.48 = \text{UAH}387,334.50$ |
| Projected Total Assets | $\text{UAH}579,277 \times (1 + 45.66\%) = \text{UAH}844,315.14$ |
| Projected Total Liabilities | $\text{UAH}369,150 \times (1 + 21.06\%) = \text{UAH}446,892.99$ |
| Projected Total Equity | $\text{UAH}156,620 + \text{UAH}387,334.50 = \text{UAH}543,954.50$ |
| Projected Current Assets | $\text{UAH}244,345 \times (1 + 45.66\%) = \text{UAH}355,869.57$ |
| Projected Current Liabilities | $\text{UAH}157,614 \times (1 + 21.06\%) = \text{UAH}190,698.24$ |
| CAGR | $(\text{Ending Value} / \text{Beginning Value})^{(1 / \text{Number of Years})} - 1$ $\text{Ending Value} = \text{Beginning Value} * (1 + \text{CAGR})^{\text{Number of Years}}$ $\text{Ending Value} = 226011 * (1 + \text{CAGR})^4$ $429574 = 226011 * (1 + \text{CAGR})^4$ $(429574 / 226011)^{(1/4)} = 1 + \text{CAGR}$ $\text{CAGR} = ((429574 / 226011)^{(1/4)}) - 1$ |

Source: [Appendix B; F; H]