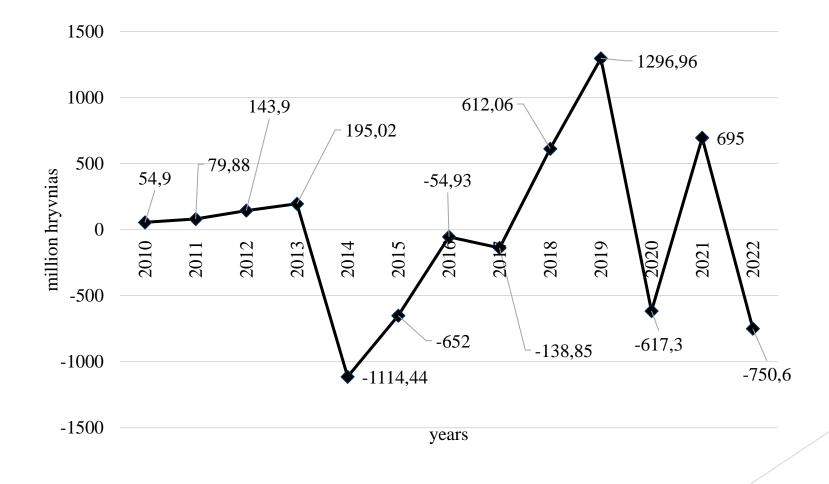
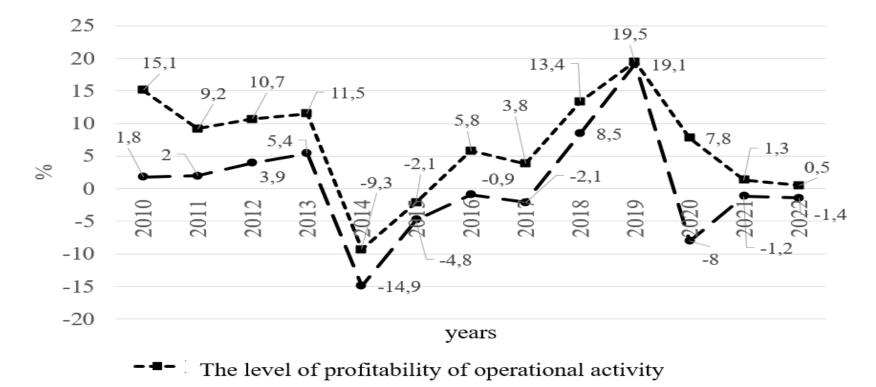
## IMPLEMENTATION OF STRATEGIC INSTRUMENTS IN THE PROCESS OF FINANCIAL SECURITY MANAGEMENT OF INDUSTRIAL ENTERPRISES OF UKRAINE

Tatyana Kuzenko, PhD, Associate Professor Department of Finance Semyon Kuznets Kharkiv National University Dynamics of changes in the level of net profit/cretion of enterprises from the production of ceramic tiles and slabs for 2010–2022

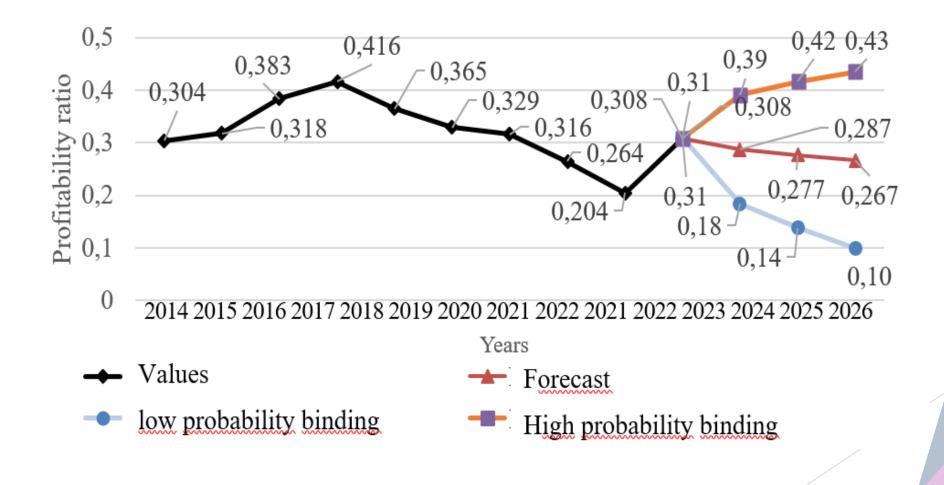


Dynamics of changes in the level of profitability of enterprises producing ceramic tiles and slabs for 2010–2022

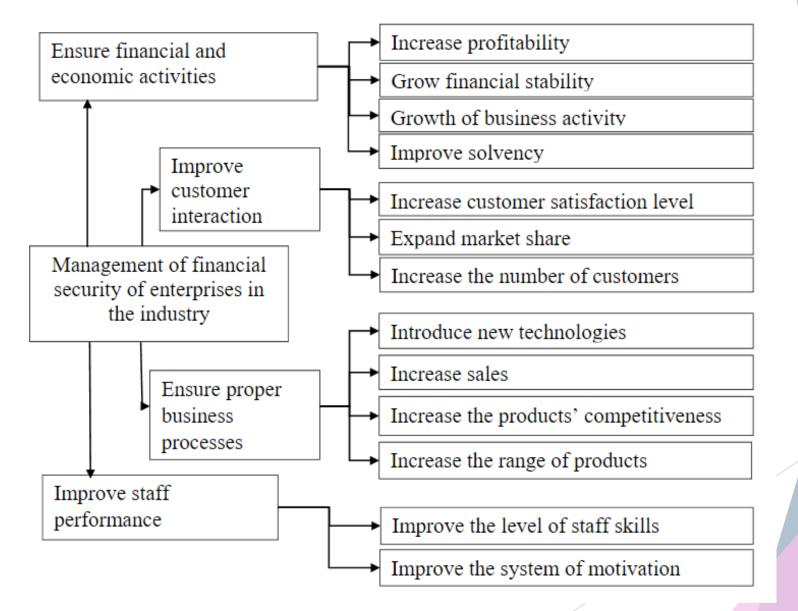


- The level of profitability of all activities

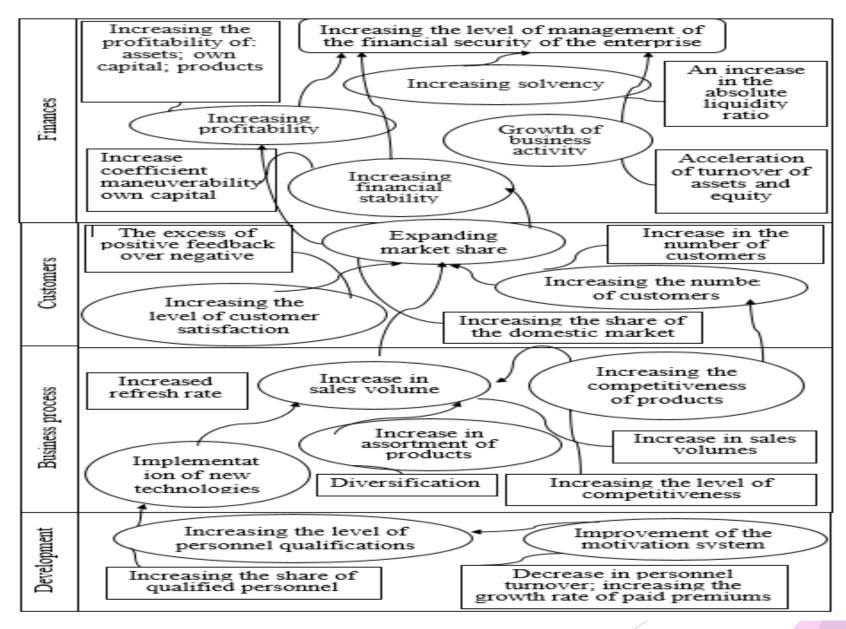
## The result of forecasting the profitability of the enterprise



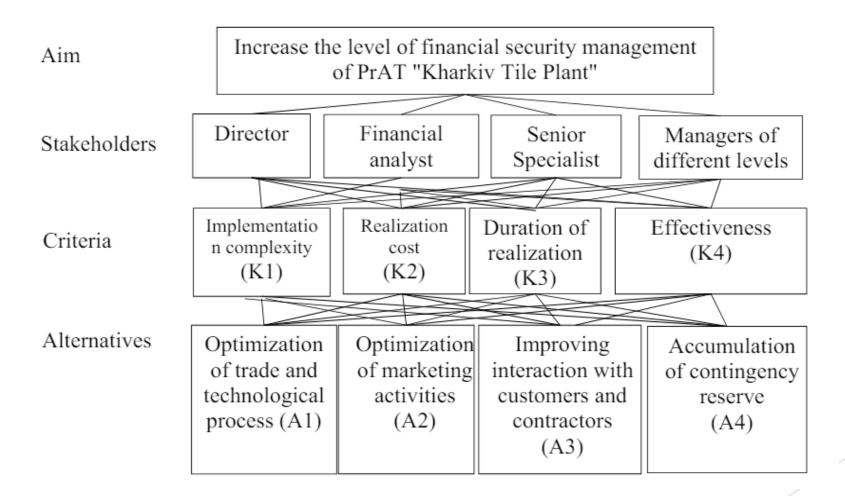
# A tree of goals for improving the financial security of the enterprise



## Strategic management map of the company's financial security



## Hierarchical representation of solution search



## Матриці парних порівнянь

Factors: 1. Director Weight - 0.519 2. Financial analyst Weight - 0.254 3. Senior specialist Weight - 0.148 4. Managers of different levels Weight-0.078

#### Matrix of pairwise comparisons K1 K1 K2 0.33 K3 0.33 K4 0.20 $\lambda$ (matrix eigen

0.0341 Ic (consistency index) 0.0379 OC (consistency relations)

### Fig. 1. Matrix of pairwise comparisons on "Purpose" level

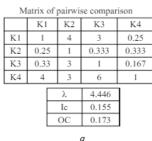
Trade and technological process optimization Weight: 0.318 Marketing activity optimization Weight: 0.213 Improving the interaction between customers and contractors Weight: 0.276 Accumulation of contingency reserve Weight: 0.193

## Fig. 4. Matrix of pairwise comparisons at the level of "Alternatives"

pa	urwise	compa	risons		Y
	K2	K3	K4		
)	3.00	3.00	5.00		1
3	1.00	2.00	4.00		4
3	0.50	1.00	2.00		
)	0.25	0.50	1.00		
n	value)		4.102	22	



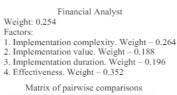
- 2. Implementation value. Weight 0.082
- 3. Implementation duration. Weight 0.121 4. Effectiveness. Weight - 0.557



Senior Specialist

- Weight: 0.148 Factors:
- 1. Implementation complexity. Weight-0.196 2. Implementation value. Weight - 0.052 3. Implementation duration. Weight - 0.329 4. Effectiveness.Weight-0.422 Matrix of pairwise comparison

Maurix of pairwise comparisons								
	K1	K2	K3	K4				
K1	1.000	6.000	0.333	0.500				
K2	0.167	1.000	0.200	0.167				
K3	3.00	5.000	1.000	0.500				
K4	2.000	6.000	2.000	1.000				
		λ	4.231	1				
		Ic	0.077	]				
		OC	0.86	]				
				_				
		С						



	K1	K2	K3	K4			
K1	1.00	0.33	6.00	0.50			
K2	3.00	1.00	0.20	0.50			
K3	0.17	5.00	1.00	0.20			
K4	2.00	2.00	5.00	1.00			



Managers of different levels Weight: 0.078 Factors: 1. Implementation complexity. Weight -0.563 2. Implementation value. Weight - 0.048 3. Implementation duration. Weight - 0.250 4. EffectivenessWeight - 0.139

Matrix of pairwise comparisons

4.807

0.269

0.299

		P		
	K1	K2	K3	K4
K1	1.000	7.000	5.000	4.000
K2	0.143	1.000	0.333	0.143
K3	0.200	3.000	1.000	0.500
K4	0.250	7.000	0.200	1.000
				-

Ic

OC

Fig. 2. Matrix of pairwise comparisons at the level of a stakeholder: a - director; b - financial analyst; c - senior specialist; d – managers of different levels

Implementation complexity Weight: 0.265 Factors:

A1. Weight - 0.061 A2. Weight - 0.342 A3. Weight - 0.463 A4. Weight - 0.135

Matrix of pairwise comparisons

	A1	A2	A3	A4
A1	1.000	0.200	0.167	0.333
A2	5.000	1.000	0.500	4.000
A3	6.000	2.000	1.000	3.000
A4	3.000	0.250	0.333	1.000

λ	4.138
Ic	0.046
OC	0.051

Implementation duration Weight: 0.181 Factors:

a

A1. Weight - 0.144 A2. Weight - 0.289 A3. Weight - 0.490 A4. Weight - 0.077

Matrix of pairwise comparisons

λ

Ic

OC

c

	A1	A2	A3	A4
A1	1.000	0.333	0.250	3.000
A2	3.000	1.000	0.500	3.000
A3	4.000	2.000	1.000	6.000
A4	0.333	0.333	0.200	1.000

0.052

3	0.250	3.000	A1	ľ
0	0.500	3.000	A2	
0	1.000	6.000	A3	
3	0.200	1.000	A4	
_		_		
	4.14			
	0.047			

	9.000	9.000		4
	1.000	7.000		(
	0.143	1.000		(
	8.000	9.000		1
Г	2	4 700		
l	A	4.708		
	Ic	0.236		
ľ	00	0.070	-	

Fig. 3. Matrix of pairwise comparisons at the level "Criteria": a - implementation complexity; b implementation value; c - implementation duration; d – effectiveness

#### Implementation value Weight: 0.254 Factors:

A1. Weight - 0.264 A2. Weight - 0.188 A3. Weight - 0.196 A4. Weight - 0.352

Matrix of pairwise comparisons

	A1	A2	A3	A4
A1	1.00	0.33	6.00	0.50
A2	3.00	1.00	0.20	0.50
A3	0.17	5.00	1.00	0.20
A4	2.00	2.00	5.00	1.00

λ	6.365
Ic	0.788
OC	0.876

Effectiveness Weight: 0.452 Factors:

A1. Weight - 0.593 A2. Weight - 0.084 A3. Weight - 0.030 A4. Weight - 0.294

Matrix of pairwise comparisons

	Al	A2	A3	A4
A1	1.000	9.000	9.000	4.000
A2	0.111	1.000	7.000	0.125
A3	0.111	0.143	1.000	0.111
A4	0.250	8.000	9.000	1.000

λ	4.708	
Ic	0.236	
OC	0.262	

d

# Thank you for attention!