



CONSTITUENT ELEMENTS OF INSTRUMENTS OF THE STRATEGIC ACCOUNTING

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- A** Taking into consideration the need for wide implementation of the strategic management enterprises system, the problem of the development of accounting and analytical support, which will respond the needs of the last one and will allow managers to make effective strategic decisions, is of a special urgency now. Considering this, the purpose of this article is to determine the substance of the term "instrument of the strategic accounting" and to clarify the constituent elements of the strategic accounting instruments. This purpose has been achieved by means of the research of existing approaches of economists to the definition of the term "instrument of the strategic accounting", by means of the investigation of the list of constituent elements of instruments of the strategic accounting, represented in economic literature, and, based on the results of the conducted research, by means of the definition "instrument of the strategic accounting" as the totality of special methods, that are aimed at the formation of financial and nonfinancial information in order to make effective strategic managerial decisions. Besides, the paper represents the author's opinion on the list of the constituent elements of instruments of the strategic accounting, that will respond to the proposed definition of the term "instrument of the strategic accounting". They were generalized into six groups (namely such as costing; planning, control and performance measurement; strategic decision-making; competitor accounting; customer accounting; accounting of business environment).
- K** Strategic accounting, instrument, costing, planning, control and performance measurement, strategic decision-making, competitor accounting, customer accounting, accounting of internal and external business environment.

СКЛАДОВІ ЕЛЕМЕНТИ ІНСТРУМЕНТАРІЮ СТРАТЕГІЧНОГО ОБЛІКУ

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- A** Враховуючи потребу в широкому запровадженні на підприємствах системи стратегічного управління, особливої актуальності набуває проблема розробки системи обліково-аналітичного забезпечення, яке відповідатиме потребам останнього та дозволить керівництву приймати ефективні стратегічні управлінські рішення. З огляду на це метою написання статті є визначення змісту терміну «інструмент стратегічного обліку» та уточнення складових елементів інструментарію стратегічного обліку. Зазначена мета була досягнута за рахунок дослідження наявних підходів науковців до визначення терміну «інструмент стратегічного обліку», вивчення переліку складових елементів інструментарію стратегічного обліку, представленого в економічній літературі, та, ґрунтуючись на результатах проведеного дослідження, визначення змісту терміну «інструмент стратегічного обліку» як сукупності спеціальних прийомів, що спрямовані на формування фінансової та нефінансової інформації з метою прийняття ефективних управлінських рішень стратегічного характеру. Крім того, у роботі представлено авторський погляд на перелік складових елементів інструментарію стратегічного обліку, які відповідатимуть запропонованому визначенню терміну «інструмент стратегічного обліку», та здійснено їх узагальнення в розрізі шести груп (а саме: калькулювання, планування, контроль та вимірювання продуктивності, стратегічне прийняття рішень, облік конкурентів, облік споживачів, облік середовища діяльності).
- K** Стратегічний облік, інструмент, калькулювання, планування, контроль та вимірювання продуктивності, стратегічне прийняття рішень, облік конкурентів, облік споживачів, облік середовища діяльності підприємства.

СОСТАВНЫЕ ЭЛЕМЕНТЫ ИНСТРУМЕНТАРИЯ СТРАТЕГИЧЕСКОГО УЧЕТА

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- A** Учитывая необходимость широкого внедрения на предприятиях системы стратегического управления, особую актуальность обретает проблема разработки системы учетно-аналитического обеспечения, которое будет соответствовать потребностям последнего и позволит руководству принимать эффективные стратегические управленческие решения. Принимая во внимание изложенное выше, целью написания данной статьи является определение содержания термина «инструмент стратегического учета» и уточнение составных элементов инструментария стратегического учета. Указанная цель была достигнута путем исследования существующих подходов ученых к определению термина «инструмент стратегического учета», изучения перечня составляющих элементов инструментария стратегического учета, представленного в экономической литературе, и, основываясь на результатах проведенного исследования, определения содержания термина «инструмент стратегического учета» как совокупности специальных приемов, которые направлены на формирование финансовой и нефинансовой информации с целью принятия эффективных управленческих решений стратегического характера. Кроме того, в работе представлен авторский взгляд на перечень составных элементов инструментария стратегического учета, которые будут соответствовать предложенному определению термина «инструмент стратегического учета», и осуществлено их обобщение в разрезе шести групп (а именно: калькулирование, планирование, контроль и измерение продуктивности, стратегическое принятие решений, учет конкурентов, учет потребителей, учет среды деятельности).
- K** Стратегический учет, инструмент, калькулирование, планирование, контроль и измерение продуктивности, стратегическое принятие решений, учет конкурентов, учет потребителей, учет среды деятельности.

Statement of the problem

In conditions of permanent changes in business environment, caused by increasing globalization processes in the world economy, domestic enterprises are facing the challenge of finding ways to ensure their own sustainability strategy. Most part of business entities solve this problem by means of the usage of different management techniques (the key place among which belongs to the strategic management), that allow both to reduce net cost of produce and to preserve its high quality. In this regard, the problem of the development of the system of accounting and analytical support, which meets the needs of the strategic management and allows managers of enterprises to make effective strategic management decisions, is of particular relevance.

Analysis of recent research

It must be mentioned, that the concept of the strategic accounting is relatively new for the practice of both domestic and foreign enterprises. This fact causes the absence of its conceptual frames, which are generally accepted in scientific community, and researches of economists, that can be found out during the investigation of specialized literature, have somewhat fragmentary character and do not cover all aspects of this concept. In particular, such economists as I. Plikus [5], A. Dovbush [3], A. Fatenok-Tkachuk and K. Zamoiska [6], paid attention in their works to such questions, as the substance of the strategic accounting and determination of its place in the system of the strategic management.

Such economists as N. Chiadamrong [8], T. Huynh, G. Gong, A. Nguyen [13], N. Roztocki [15], A. Elmezoghi [11] O. Nikolaeva, O. Alekseeva [4] conducted their investigation of the content of separate instruments of the strategic accounting and highlighted the problem of the achievement of the synergy effect from their joint usage.

In turn, in works of such economists as N. Burtseva [1] and V. Golovashchenko [2] one can meet a number of attempts to solve the problem of organization of the strategic accounting at the enterprise.

However, taking into consideration significant contribution of the above-mentioned researchers and the value of the results, which have been received by them, there still remain a number of issues that must be scrutinized.

Formulation of the objectives

The purpose of the article is to determine the content of the term “instrument of the strategic accounting” and to specify component elements of instruments of the strategic accounting. In turn, this purpose can be achieved at the expense of solving of next objectives:

- to investigate the existing approaches of scholars to the definition of the term “instrument of the strategic accounting”;
- to review the list of component elements of instruments of the strategic accounting, presented in economic literature;

- to determine the content of the term “strategic calculation instrument” and to specify component elements of instruments, that meet this definition.

Presentation of the basic material. Investigation of the specialized literature testified almost total absence of any approaches of economists to definition of the term “instrument of the strategic accounting”. In particular, such economists as P. Collier and A. Gregory [10] noted that the purpose of instruments of the strategic accounting is to provide individuals, that make strategic decisions (namely, managers and consultants), with information on the financial impacts of alternative business strategies. In turn, in the paper of such economists as Y. Ma and M. Tayles [14] instruments of the strategic accounting are defined as instruments that have clear strategic and external focuses and are based on non-financial indicators.

Overall, the author agrees with the content of these definitions. However, at the same time it should be noted, that they have a descriptive character that does not give a clear idea of this concept. Thus, taking into consideration definitions, which have been proposed by such economists as P. Collier, A. Gregory [10], and also Y. Ma and M. Tayles [14], the author proposes to define the term “instrument of the strategic accounting” as a set of special techniques that are aimed at the development of financial and non-financial information in order to make effective strategic management decisions.

Another important aspect of this research is to clarify the structure of instruments of the strategic accounting. Investigation of specialized literature allowed to reveal rather limited number of works of both domestic and foreign economists, which were devoted to the research of this question. At the same time, it should be noted that these sources indicate lack of unity in views of economists on the question of constituent elements of instruments of the strategic accounting. In particular, such economists as O. Nikolaeva and O. Alekseeva include into the structure of instruments of the strategic accounting such items as: Balanced Scorecard, Economic value added, Activity-based costing [4].

According to the author’s point of view, separation of mentioned-above instruments is appropriate and reasonable. However, at the same time this list does not take into consideration the need of possession of information about customers, competitors and other aspects of external and internal environment during the development of strategic management decisions.

Wider range of instruments of the strategic accounting was presented in works of economists from the United States of America and countries of Western Europe. In particular, such economists as L. Cinquini and A. Tenucci [9] consider, that instruments of the strategic accounting include: Activity-based costing, Life-cycling costing, Quality costing, Target costing, Value-chain costing, Benchmarking, Balanced Scorecard, Strategic costing, Strategic pricing, Competitor cost assessment, Competitor position monitoring, Competitor performance appraisal, Customer profitability / cost analysis.

Such economists, as S. Cadez and C. Guilding [7] believe, that instruments of the strategic accounting include:

Life-cycling costing, Quality costing, Target costing, Value-chain costing, Benchmarking, Balanced Scorecard, Strategic costing, Strategic pricing, Brand valuation, Competitor cost assessment, Competitor position monitoring, Competitor performance appraisal, Customer profitability / cost analysis, Lifetime customer profitability analysis, Valuation of customers as assets.

Investigation of the work of H. Shah, A. Malik, M.S. Malik [16] allows to find out, that these economists believe, that instruments of the strategic accounting include Activity-based costing, Value-chain costing, Balanced Scorecard, Strategic costing, Brand valuation, Competitor cost assessment, Competitor performance appraisal, Valuation of customers as assets.

In turn, such economist as R. Fowzia [12] stated, that instruments of the strategic accounting include Activity-based costing, Life-cycling costing, Quality costing, Target costing, Value-chain costing, Benchmarking, Balanced Scorecard, Strategic costing, Strategic pricing, Competitor cost assessment, Competitor position monitoring, Competitor performance appraisal, Customer profitability / cost analysis.

It must be mentioned, that the list of instruments of the strategic accounting, proposed by mentioned-above economists, is rather reasonable and appropriate. However, at the same time, none of them takes into consideration the need of collection and accumulation of information about external and internal environment of the enterprise for the development of well-founded strategic management decisions. This problem was solved only in the work of B. Ryan “Strategic accounting for management”, which included into the structure of instruments of the strategic accounting also such instruments, as SWOT-analysis, PEST-analysis and Porter’s five forces analysis.

Such economists as S. Cadez and C. Guilding [7] divide the diversity of instruments of the strategic accounting, presented in economic literature, into five groups: costing; planning, control and performance measurement; strategic decision-making; competitor accounting; customer accounting. The author agrees with this proposal and proposes to complement this list with such group as “Accounting of business environment”. It is supposed, that this group will include such instruments, as SWOT-analysis, PEST- analysis and Porter’s five forces analysis.

Thus, basing on the results of the analysis of the economic literature and taking into consideration proposals on the definition of the term “instrument of the strategic accounting”, presented in this article, the author believes, that it is appropriate to single out following categories in the capacity of component elements of instruments of the strategic accounting:

Conclusions and perspectives of further scientific research

Thus, basing on the results of the conducted investigation, the author proposes to understand the term “instrument of the strategic accounting” as a set of special techniques that are aimed at the development of financial and non-financial information in order to make effective strategic management decisions. Taking into consideration the above-mentioned definition and basing on the results of the study of approaches of economists to the formation of the structure of instruments of the strategic accounting, the author presented her own point of view on the list of constituent elements of instruments of the strategic accounting and generalized them in frames of six groups (in particular such, as costing; planning, control and performance measurement; strategic decision-making; competitor accounting; customer accounting; accounting of business environment).

RECOMMENDED STRUCTURE OF INSTRUMENTS OF THE STRATEGIC ACCOUNTING

Table 1

GROUP OF INSTRUMENTS OF THE STRATEGIC ACCOUNTING	INSTRUMENTS OF THE STRATEGIC ACCOUNTING
Costing	Activity-based costing, Life-cycling costing, Quality costing, Target costing, Value-chain costing, Product-flow costing,
Planning, control and performance measurement	Benchmarking, Balanced Scorecard, Economic value added,
Strategic decision-making	Strategic costing, Strategic pricing, Brand valuation,
Competitor accounting	Competitor cost assessment, Competitor position monitoring, Competitor performance appraisal,
Customer accounting	Customer profitability/cost analysis, Lifetime customer profitability analysis, Valuation of customers as assets,
Accounting of business environment	SWOT- analysis, PEST- analysis, Porter’s five forces analysis.

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