

CHALLENGES OF ACCOUNTING AND ANALYTICAL SUPPORT OF BUSINESS ENTITY'S STRATEGIC MANAGEMENT

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Business accounting system is determined as one of the key sources to generate information for decision-making. Nowadays, it is the constant object for implementing improvements, which is substantiated by the development of the business management system in the context of their organizational structure, system of inter-firm relationships and increasing dynamism of the competitive environment. The necessity of the strategic management of accounting system advancement has been stated. The inconsistency of the current accounting system with the needs and requests of strategic management stakeholders has been determined. Three main aspects of strategic management accounting (theoretical, methodical, organizational) have been marked. Peculiarities of strategic accounting as a separate type or trend of the Accounting have been illustrated. The reasons of Accounting paradigm development have been studied. The order of strategic recording formation based on strategic accounting engineering has been revealed. The determinant of current accounting system development as the necessity to build strategic management information system for enterprises has been formed. The role of accounting strategic management instruments during building of strategic focus of accounting information has been analysed. Trends of accounting management system improvement to meet needs of strategic management stakeholders (working out strategic focus of accounting system and accounting department, implementation of strategic accountant officer position) have been discovered. The correlation between strategic management system and enterprise accounting system amid its determinants development have been disclosed. Scholars' argumentation to reasons of the gap between current accounting system and needs of strategic management stakeholders have been summarized. General tendencies of further accounting system advancement to meet needs of strategic management stakeholders have been emphasized and proved.

ПРОБЛЕМНІ АСПЕКТИ ОБЛІКОВО-АНАЛІТИЧНОГО ЗАБЕЗПЕЧЕННЯ СТРАТЕГІЧНОГО УПРАВЛІННЯ СУБ'ЄКТОМ ГОСПОДАРЮВАННЯ

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детермінанти, стратегічне управління, облікове забезпечення, стратегічний облік, стратегічна звітність, соціальне середовище.

Визначено облікову систему підприємства як одне з основних джерел генерування інформації для прийняття управлінських рішень, що в умовах сьогодення є постійним об'єктом для здійснення удосконалень. Це обґрунтовується розвитком системи управління підприємствами в умовах ускладнення їхньої організаційної структури, системи міжфірмових взаємозв'язків та підвищення рівня динамічності конкурентного середовища. Доведено необхідність удосконалення системи облікового забезпечення стратегічного управління. Визначено невідповідність чинної облікової системи потребам і запитам суб'єктів стратегічного управління. Виділено три основні аспекти (теоретичний, методичний, організаційний), в розрізі яких слід удосконалювати облікове забезпечення стратегічного управління. Висвітлено особливості розгляду стратегічного обліку як окремого виду чи напрямку облікової науки. Розглянуто причини виділення парадигми бухгалтерського обліку. Розкрито порядок формування стратегічної звітності на основі використання стратегічного бухгалтерського інжинірингу. Сформовано детермінант розвитку облікової системи в умовах сьогодення як необхідність формування інформаційного забезпечення системи стратегічного управління підприємствами. Проаналізовано роль інструментів стратегічного управлінського обліку у формуванні облікової інформації стратегічного спрямування. Розкрито напрями удосконалення системи організації обліку з метою задоволення потреб суб'єктів стратегічного управління (розробка стратегічно орієнтованої системи обліку та стратегічної бухгалтерії, впровадження посади стратегічного бухгалтера). Висвітлено взаємозв'язок між системою стратегічного управління та обліковою системою підприємства в контексті детермінант її розвитку.

Узагальнено підходи дослідників щодо причин невідповідності чинної системи обліку потребам суб'єктів стратегічного управління. Виділено та обґрунтовано загальні напрями подальшого удосконалення облікової системи у відповідності до потреб суб'єктів стратегічного управління.

Statement of the problem

Nowadays, business entity's strategic management information system, which comprises formation, processing, saving and applying data store for valid decision-making, is a paramount element of the managerial process. Any managerial decision is grounded on information, so any management system cannot exist without it. Building an effective information system of a business entity based on automation technology of text and digital information processing, united in a single network, is an important task for most business entities. Accounting and analytical information is perhaps the most important component of the enterprise's data store. After all, according to scientific studies, only accounting data occupies about 70% of total economic information of most industrial enterprises.

Business accounting system as one of the main sources of generating information for managerial decision-making is a constant object for the improvements implementation. This is explained by the development of business management system in the context of complication of enterprises' organizational structure, inter-firm interconnection systems and the increasing dynamics of the competitive environment amid the global economy's formation.

One of the modern determinants of accounting system development is the necessity to build information support of the enterprise strategic management system. The solution to this problem is primarily the necessity of identifying and analysing the existing causes of the discrepancy between the information provided by the accounting system and the needs of strategic management stakeholders. A set of measures for their elimination should be developed on this ground. It will increase the role of accounting in the process of enterprise management and will ensure further development of the accounting science as a whole.

Analysis of recent studies and publications

Z.L. Bandura, R.F. Brukhanskiy [1], O.V. Vakun [2], B.I. Baluev, S.F. Golov [3], Z.V. Hutsailiuk [5], S.V. Gushko, N.Yu. Iershova [6], I.I. Kryshchop [7], O.P. Kundria-Vysotska [9], S.F. Legenchuk, O.O. Pylypenko [12], M.S. Pushkar, V.S. Rudnytsky, V.Z. Semaniuk [14], L.V. Semeniuk, A.V. Shaikan [16], R.V. Shevchuk and others dedicated their studies to the problems of accounting and analytical support of strategic management.

Objectives of the article

The main purpose of the article is the analysis of current problems of the Accounting development concerning the formation of pre-requirements to increase the efficiency of business entity's strategic management.

The main material of the research

For a long time, the Accounting was considered as a system that provides data processing and its transformation into reliable and relevant information about enterprise's business activities in the form of

accounting reporting to make various types of decisions. Scholars did not pay much attention to the analysis of the factors impact caused by the peculiarities of particular national accounting systems building and general trends in the development of the global accounting system on the Accounting development. The situation changed significantly in the context of globalization of the economy, characterized by the elimination of national trade barriers and improved access to international capital markets, and with the rise of international accounting comparativism in the late 1970-1980s. The last one is a new strand of research related to the definition and analysis of the distinctive features of the Accounting development in different countries and the search for ways to eliminate the existing international accounting diversity.

Representatives of this strand (I.A. Abeysekera, S. Grey, G.K. Miik, C. Noub, R. Parker, G.J. Previt, L. Radebaw, Sh.M. Saudagaran, F.D.S. Choi and others) noted the importance of the environment in the process of accounting system building both at national and global levels. According to this approach, the Accounting is not an independent and ideal system steadily functioning from the times of L. Pacholi, but the product of the external environment.

If there are different types of external environment of the accounting system in different countries, there will also be differences in system components, which rise depends on different factors impact. According to this thesis M.P. Matthews and M.H.B. Perera state that there cannot be two completely identical accounting systems, because the basis of their diversity is the influence of social environment, which creates the system of accounting [10, p. 543-544].

The development of methods for the support of accounting information with the needs for strategic management compliance, necessarily involves identifying the reasons for the existing gaps between current needs of business entities and the ability of accountants to meet them. The gaps' "depth" will determine further proceeding on the development of strategic management accounting system, both at enterprise and national or global accounting system's levels (establishing a system of analytical accounting, introduction of new accounting tools, essential reforms of the accounting methodology (methods of accounting objects evaluation, transformation of the existing system of accounting reporting), etc.).

Nowadays, national scholars highlight a number of reasons for the inconsistency of the current accounting system with the needs of strategic management stakeholders. It is caused by changes in the internal peculiarities of the accounting system functioning (theoretical, methodological, organizational, technical and technological, etc.), and shifts in the external environment of the accounting system (dynamics of competitive environment, risks, uncertain consequences of the outcome of events, etc.) (Table 1).

Table 1 - General scholars' approaches to inconsistency of the current accounting system with the needs of strategic management stakeholders

| Author | Reasons of inconsistency of the current accounting system with the needs of strategic management stakeholders |
|--|---|
| R.F. Brukhanskyi [1, p. 113] | Failure to provide: illustration of future facts of economic life; marks of external environment components as objects of strategic accounting; introduction of new types of objects of strategic accounting by capitalization of expenses; application of strategic accounting methods to traditional types of economic life facts and objects of accounting; improvement of the order of strategic accounting methods' application in accordance with the new objects of strategic accounting |
| O.V. Vakun [2, p. 21] | Failure to obtain complete and accurate information about the external environment from the accounting system |
| S.F. Golov [3, p. 349]. | Retrospective nature of accounting data, focusing on the internal aspects of economic activities |
| N.O. Golub [4, p. 60]. | The need to provide not only actual, but also expected results |
| Z.V. Hutsailiuk [5, p. 19] | Failure to form information about the external environment and the enterprise strategy in the framework of the current accounting system due to the lack of appropriate components |
| N.Yu. Iershova [6, p. 697-698]. | Failure to provide: 1) Information support for development of several options of enterprise development strategy and selection of the optimal ones; 2) Assessment of operational and strategic goals, financial situation and production potential achievement; 3) Integration of forecast, planning, normative and actual data on financial and production activities and their calculation for the long-term perspective; 4) Accounting of external environmental factors, risks, etc. |
| I.I. Kryshchyna [7, p. 5]. | The retrospective nature of information focusing on internal facts of economic activities |
| V.I. Kuz [8, p. 194] | The lack of needed information in trends of external environment's development and the facts of uncertain consequences of the outcome of economic events |
| O.P. Kundria-Vysotska [9, p. 137]. | Referring current accounting system to past events, paying insufficient attention to certain strategic special resources, ignoring external factors and business risks |
| O.O. Pylypenko [12, p. 3]. | Referring financial accounting to the past; the dependence of financial reporting on accountants' professional estimates; the imperfection of the procedure of business effectiveness assessment; inadequacy of accounting system and evaluation of intellectual capital; the need to reflect components of the external environment in the Accounting |
| I.Y. Plikus [13, p. 94] | The lack of needed information to assess investors' business activities |
| V.Z. Semaniuk [14, p. 237] | The lack of timely needed information for management, failure to consider strategic issues, failure to provide the required information to determine the value of an enterprise and its efficiency, as well as to develop strategic plans and control their achievement |
| A.A. Fatenok-Tkachuk, K.P. Zamoyska [15, p. 243] | Failure to consider the impact of macro-environmental external factors |
| A.V. Shaikan [16, p. 45-46] | Failure to provide information to different level managers within the timeline and supply management with financial and non-financial information about internal business processes and external business environment as well |

Analysis of scholars' approaches to understand the main reasons of inconsistency of the current accounting system with the needs of strategic management stakeholders allowed to prove that most of them are rather abstract. This does not allow forming a clear set of actions to eliminate the existing gap between the potential of accounting system and needs of strategic management system. The mentioned reasons (Table 1) have to be studied as further lines of accounting system advancement, revamped and clarified for their unimpeded introduction into the current accounting practice. The lines are the following:

- to create conditions for providing forecasting and strategic information about business activities by the accounting system;
- wider disclosure of environmental factors' impact on business activities in accounting reporting, as well as introduction of external business environment components to the object composition of the Accounting;
- the improvement of analytical accounting information in the context of strategic issues of business performance (types and kinds of strategies, new and current strategies, etc.);
- to complete accounting information for strategic decision-making with non-financial information concerning the internal and external business environment;
- the introduction of strategic business resources, strategic risks, generating separate information about them for insiders and outsiders to the object composition of the Accounting.

It should be noted that the majority of scholars emphasizes the necessity to improve the accounting system based on the needs of internal business strategic management. Nevertheless, some of them (I.I. Kryshchtopa, I.Y. Plikus) affirm the need to improve the

accounting reporting, which is used by outsiders to make their own strategic (investment, loan) decisions. Thus, according to the analysis of the reasons of current accounting system inconsistency with the needs of strategic management stakeholders, it can be stated that insiders need accounting information for the process of strategy formation, its implementation and control of an enterprise, and outsiders need information about all business strategic initiatives to make their own strategic decisions.

Conclusions

The Accounting and analytical information are an essential part of business data store. Its formation is grounded in a system approach in the context of accounting and analytical support, which is part of business management information. The system is a form of different types of accounting and analysis organization. It is formed to supply information for the decision-making process and control its fulfilment.

The analysis of scholars' ideas dedicated to the problems of accounting development to meet strategic management stakeholders' needs allowed to reveal a one-sided approach concerning accounting advancement as of an instrument to provide business strategic management. There is a lack of studies devoted to the problems of accounting development in the context of information disclosure for external stakeholders regarding the peculiarities of current and long-term business strategic development. This means the necessity to study content improvement of financial recordings, which would allow to disclose information about business strategy, as well as application of other reporting tools (integrated recording, strategic recording, etc.) to provide strategic focus of accounting information to external stakeholders.

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