

Iryna I. Kryshytopa¹

STRATEGIC ACCOUNTING ORGANIZATION AT INDUSTRIAL ENTERPRISES

The article deals with the investigation of scholars' views on the issue of strategic accounting arrangement and offers propositions on solving this problem at national industrial enterprises. In particular, the author suggests the integrated approach to the organization of strategic management accounting and strategic financial accounting by separating the stages of preparation, development, evaluation, implementation and usage. The detailed investigation of the phases of their implementation is performed.

Keywords: strategic financial accounting; strategic management accounting; industrial enterprises.

Ірина І. Криштопа

ОРГАНІЗАЦІЯ СТРАТЕГІЧНОГО ОБЛІКУ НА ПРОМИСЛОВИХ ПІДПРИЄМСТВАХ

У статті досліджено погляди науковців на проблему організації стратегічного обліку та надано пропозиції щодо вирішення даного питання на вітчизняних промислових підприємствах. Зокрема, розроблено комплексний підхід до побудови стратегічного управлінського та стратегічного фінансового обліку шляхом виділення стадій підготовки, розробки, оцінювання, впровадження та використання, а також детального висвітлення етапів їх реалізації.

Ключові слова: стратегічний фінансовий облік; стратегічний управлінський облік; промислове підприємство.

Рис. 2. Літ. 11.

Ирина И. Криштопа

ОРГАНИЗАЦИЯ СТРАТЕГИЧЕСКОГО УЧЕТА НА ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЯХ

В статье исследованы взгляды ученых на проблему организации стратегического учета и даны рекомендации относительно решения данного вопроса на отечественных промышленных предприятиях. В частности, разработан комплексный подход к построению стратегического управленческого и стратегического финансового учета путем выделения стадий подготовки, разработки, оценки, внедрения и использования, а также детального освещения этапов их реализации.

Ключевые слова: стратегический финансовый учет; стратегический управленческий учет; промышленное предприятие.

Problem statement. The ability to save long-term competitive advantages and proficiency in adaptation to changing business conditions are the most important tasks for national industrial enterprises that operate under conditions of increasing globalization and hypercompetition. Effective realization of these objectives is possible in case of implementation of the strategic management paradigm and the creation of appropriate information system for managerial decisions. That is why the study on the problems of theory and practice of constructing strategic accounting (including its arrangement at national industrial enterprises) is of a particular relevance.

Literature review. Taking into consideration the relative novelty of strategic accounting for national enterprises, there are only few papers devoted to the problem

¹ Kryvyi Rih National University, Ukraine.

of its organization. Such researchers as M. Abdel-Kader and R. Luther (2008), I. Bohata and I. Kharchenko (2007), V. Golovaschenko (2012), O. Pavlatos (2010), M. Strumickas and L. Valanciene (2010), S. Tillema (2002) show the number of factors which impact the organization of strategic management accounting. O. Babkina (2011) and N. Burtseva (2011) made an attempt to develop its algorithm. But there are some issues that require further investigation. First of all, it must be mentioned that there are no propositions in economic literature on the organization of a strategic financial accounting framework. The suggestions of the mentioned economists must be clarified in order to implement them at national industrial enterprises in the most effective way.

Research objective. The goal of the article is to create an approach to organization of a strategic accounting framework at industrial enterprises in Ukraine.

For the achievement of the goal the following issues must be solved:

- to investigate the approaches of economists to organization of strategic (management and financial) accounting at enterprises;
- to give recommendations on the problem of organization of strategic accounting at industrial enterprises of Ukraine;
- to determine the content of the stages of the author's approach to organization of strategic accounting at national industrial enterprises.

Presentation of the research material, including the methodology description and the key research findings. Analysis of economic literature shows that scholars devote their papers to improvement of practice of strategic management accounting and pay no attention to problematic aspects of strategic financial accounting. Some economists (Babkina, 2011; Burtseva, 2011; Golovaschenko, 2012) mention that it includes such stages as "development" and "implementation". N. Burtseva (2011) also separates the stage "choosing the system of the strategic management accounting". O. Babkina (2011) separates such stages as "preparation" and "usage".

In the author's point of view separation of the stage "choosing the system of strategic management accounting" along with the existence of the stage "development" is debatable. The analysis of the content of these issues shows that the first stage is a part of the following one. It should be also mentioned that the separation of such stages as "preparation", "development", "implementation" and "usage" is reasonable and deserves special attention. This approach helps to present the algorithm of organization of strategic management accounting in the detailed form and significantly simplifies the process of its implementation at industrial enterprises. It is also recommended to add the stage "evaluation" to this list. This stage will help to calculate the cost-effectiveness of the developed structure of strategic accounting and to determine the expediency of its implementation into the practice of national industrial enterprises. These stages are also recommended for use while organizing strategic financial accounting (after adapting their content to peculiarities of its structure). Thus, the integrated approach to organization of strategic accounting at national industrial enterprises is shown in Figure 1.

The realization of the stage "preparation" in strategic accounting is done by checking the existing accounting system at industrial enterprises (including management and financial accounting) regarding its ability to satisfy the management needs in changing and aggressive business environment. It is accomplished through clarify-

ing the information needs of management, comparing information produced by the accounting system with appropriate expectations of management, identifying differences between them.



Figure 1. Stages of strategic accounting organization at national industrial enterprises, author's development

It should be mentioned that some scholars, who devoted their investigations to the problems of strategic management accounting, propose to separate such phase of this stage as "making a decision on the expediency of organization of strategic management accounting" (Babkina, 2011). The author considers this statement debatable in relation to strategic (management and financial) accounting. It will be more reasonable to make such decisions on the basis of calculations made on the data of a certain project of organization of strategic accounting.

The next stage in organization of strategic accounting at industrial enterprises is "development". Scholars, who devoted their investigations to the problems of strategic management accounting, advise to implement this stage by selecting its methods, personnel and technical support (Babkina, 2011; Burtseva, 2011; Golovaschenko, 2012).

The author considers these stages reasonable. But it must be noticed that their general nature has a negative impact on the rationality of organization of strategic (management and financial) accounting at industrial enterprises which can lead to inefficiency of its operation. Taking this into consideration the author offers the following algorithm of implementation of the "development" stage of organization of strategic accounting at national industrial enterprises.

First of all, it is proposed to figure out those factors which affect the development of the structure of strategic accounting at industrial enterprises. In order to solve this problem the author has analyzed economic literature and basing on its results proposed the classification of such factors (Figure 2).

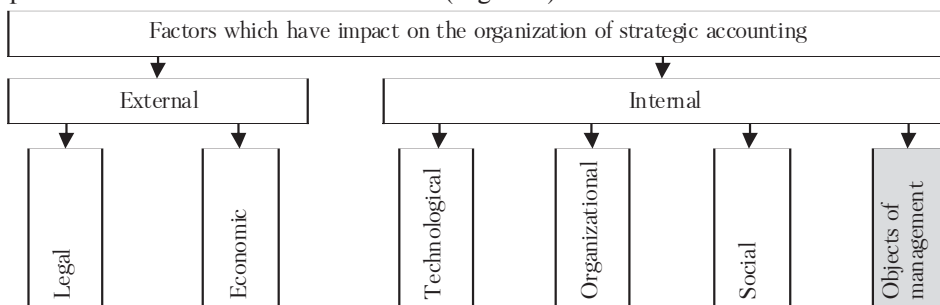


Figure 2. Classification of factors which affect the organization of strategic accounting at industrial enterprises, author's development

To the external factors the author includes those ones that are out of industrial enterprise's control. Thus, legal factors include the regulatory framework of enterprise's operation (Burtseva, 2011).

Economic factors cover the amount of government's economic support in the area of operation of industrial enterprises and market conditions (Burtseva, 2011).

Internal factors are those ones that are under control of certain industrial enterprises. Technological factors include permanence of production technology (Burtseva, 2011), the production process (Burtseva, 2011; Verbeeten, 2010).

Organizational factors include life cycle (Abdel-Kader and Luther, 2008; Pavlatos, 2010; Strumickas and Valanciene, 2010; Tillema, 2002), ownership form (Burtseva, 2011), activities (Burtseva, 2011), organizational structure (Bohata and Kharchenko, 2007; Burtseva, 2011; Abdel-Kader and Luther, 2008; Pavlatos, 2010; Strumickas and Valanciene, 2010; Verbeeten, 2010), financial structure (Burtseva, 2011), corporate culture (Abdel-Kader and Luther, 2008) and strategy (Abdel-Kader and Luther, 2008; Verbeeten, 2010) of certain enterprise.

Social factors refer to employee turnover (Burtseva, 2011). The author offers to add as a part of this group such factors as skills of workers and their compatibility. These factors will be crucial for the successful implementation of strategic accounting at industrial enterprises.

Considering the propositions on the separation of strategic financial accounting, the author proposes such group of factors as objects of strategic accounting. It includes business processes, assets and capital. It is reasonable to separate them because of the existence of significant differences between the objects of strategic management accounting and strategic financial accounting. That is why the selection of instruments of strategic accounting of industrial enterprises and the forms of strategic reporting will depend on the type of information needed by managers of a certain enterprise.

The implementation of the second phase of the "development" stage is done taking into consideration the impact of all the factors mentioned above. In particular, the content of the following aspects is provided:

- instruments of strategic accounting that will allow managers get the most relevant information in the shortest time and help achieve the objectives at all levels of management in the long term;
- personnel, which will implement strategic accounting in practice and provide its functioning;
- technical support for strategic accounting.

The author also proposes to develop the forms of strategic reporting at this phase. The use of these forms will provide all necessary information for managers in the most convenient way for them.

The third phase of the "development" stage should include the generalization of all the project results that must consist of budget and schedule of implementation of the developed structure of strategic accounting into practice.

The author recommends to separate the "evaluation" stage of organization of strategic accounting. This stage will provide a thorough analysis of the developed project to identify economic effects from its use in practice. It is done by the ratio of prospects of the developed structure of strategic accounting in terms of ensuring the quality of decision-making to the cost of software, the amounts of personnel wages and the size of other costs associated with its implementation and functioning. Management of industrial enterprises must read the analysis results and approve or

reject the final project of the strategic accounting implementation. Management should approve the project of strategic accounting if benefits exceed costs. If the project is rejected, it must be amended by the executive team and submitted for reconsideration.

The fourth stage of the organization process of strategic accounting is its implementation. It should be noticed, that some scholars propose to implement this stage by bringing certain indicators to personnel and developing the "Guidance on employee motivation" (Babkina, 2011).

These approaches look reasonable, but still need clarification subject to the author's propositions as to the "development" stage of organization of strategic accounting. It is recommended to separate the following phases of the stage of organization of strategic accounting "Implementation":

- bringing tasks of the project of the developed structure of strategic accounting to personnel;
- implementation of these tasks by personnel;
- monitoring of deviations from the established stages of implementation of the project in terms of its budget and deadlines.

The last stage of strategic accounting organization is "usage". Some scholars propose to make implementation of this stage with the help of appraisal of actual status of strategic management accounting, analysis and monitoring of the achievement of strategic goals and objectives of industrial enterprise, bringing to management the key indicators and improving the strategic management accounting if needed (Babkina, 2011). These approaches also must be clarified subject to the author's propositions as to the "development" stage in the organization of strategic accounting. It is recommended to separate the following phases of this stage:

- providing information for strategic analysis of external and internal environment of industrial enterprise to formulate the mission and strategic objectives of its operations on the basis of these results;
- producing necessary information for the development of the strategy of the industrial enterprise and for the process of its implementation;
- monitoring the achievement of strategic objectives and completeness of strategy implementation at an industrial enterprise, and regulating goals and strategies is needed;
- monitoring of the implemented structure of strategic accounting in order to make its regulation according to an life cycle of the industrial enterprise and other factors which impact the organization of strategic accounting.

Conclusions and further research perspectives. The author developed the integrated approach to organization of strategic management accounting and strategic financial accounting which helps management of industrial enterprises obtain strategic information on business processes, assets and capital, greatly facilitates the process of implementing strategic accounting into practice and ensures the rationality of its structure. The author believes this approach will help management of industrial enterprises make reasonable strategic decisions.

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КНИЖКОВИЙ СВІТ



СУЧАСНА ЕКОНОМІЧНА ТА ЮРИДИЧНА ОСВІТА ПРЕСТИЖНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД НАЦІОНАЛЬНА АКАДЕМІЯ УПРАВЛІННЯ

Україна, 01011, м. Київ, вул. Панаса Мирного, 26

E-mail: book@nam.kiev.ua

тел./факс 288-94-98, 280-80-56



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У навчальному посібнику викладено основи дипломатичного і міжнародного ділового протоколу і етикету, з історією становлення української протокольної практики і протокольної служби.

Призначений для студентів, що вивчають спецкурс "Дипломатичний і міжнародний діловий протокол та етикет", а також для широкого кола осіб, яким за родом діяльності доводиться контактувати з іноземними установами, організаціями та громадянами.