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## IMPROVING ANALYTICAL SUPPORT OF STRATEGIC AND OPERATIONAL PLANNING FINANCIAL STABILITY

*In this article the improvement of analytical support of strategic and operational planning financial stability of the industrial enterprise was investigated. The creation of an integrated accounting system, allowing you to simultaneously accounting (financial and managerial), statistical records and collect marketing information were proposed. The information scheme strategic analysis of financial stability was developed. The mechanism of prediction of the financial statements of the company methods development was proposed. The forward-looking statements based on the results of the prediction can be performed in a larger or more specific form. There was offered collection of different sources about the future financial position of the enterprise, which can significantly increase the reliability of strategic choice.*

**Key words:** financial stability, analytical support, strategic planning, operational planning.

### Introduction

Strategic and operational planning enterprise's financial stability is possible only by a well-functioning information system. In a broad sense the information system is a set of information sources and ways of its using. The main elements of the information support system are: documentation, documentation flows, classification and coding of databases, software and maintenance.

For information used at the strategic analysis of financial stability, there is the most important parameter of relevance, its compliance to strategic goals. The value of using information is determined by two main areas: semantic and pragmatic. Semantic direction defines a qualitative assessment of the degree of information reliability, its semantic evaluation. Pragmatic direction determines the timeliness, completeness, usage frequency information with cost information support of economic activities of an industrial enterprise.

### Analysis of recent researches and publications

Questions and analytical support of financial stability planning is devoted to the scientific works of domestic and foreign scientists: R.J. Campbell, M. Kotlyar, M. Porter, B. Botiniec, A. Bogomolov, G. Savitskaya, A. Oleinikova and others. In this case, the information management of the planning process, the financial stability of the industrial enterprise are not considered with regard to trends, legal developments and crisis performance of individ-

ual sectors of the economy and require further research.

Thus, the aim of the article is to detail the study of theoretical and practical aspects of analytical support of strategic and operational planning financial stability of the industrial enterprise on the basis of existing enterprise information systems.

### The main part

Analytical support of financial stability is based on accounting and statistical data. Accounting is a system of continuous reflection of economic tools and business processes. Information accounting system provides the current tactical analytical requires, representing the totality of the organization's sources and its efficiency using. Current analytical requires can have both long-term and short-term character. It depends on the life cycle of products, works and services of the organization.

Long-term information providing is not the same as strategic. First it is associated with time-bound targets and it is not intended to alter the course of financial stability and market behaviour of the organization. Strategic information support is focused on highlighting the most important events to organization leading to the change of the financial stability directions and its forecasting and assessing the potential consequences.

Thus, in strategic information support horizon is limited not so much by the time but by the pace of development of the company and the industry as a whole.

During calculation of financial stability firstly there is the calculation of the breakeven point

(critical revenue, profitability threshold) on value terms [1, p. 588].

The basis of the strategic information system should be customer-oriented strategic data base. The shape and structure of the financial statements are being improved constantly. The new documents, allowing to obtain additional information on the economic situation of the organization are introduced. So there were decoding some articles being not previously disclosed, structure of fixed assets, short-term and long-term financial investments produced were specified, the loans issued for a period of less than and greater than 12 months are shown by individual terms in the balance.

The statement of financial performance (statement of comprehensive income) in more detail than previously represents the income and expenses, actually allows you to compare the results of the reporting period and the results of previous periods. In addition, the rearrangement of individual articles and its blocks creates a more logical picture of the financial situation of the enterprise bringing financial statements to the documents using at international practice [3].

The main element of an accounting information system is the annual financial statements, which is the most important way of communication of the company with the outside world, information is a source of various analytical studies and calculations, serves as a way of implementing advertising strategies, helps to maintain the company's image.

According to the Law of Ukraine "About accounting and financial reporting in Ukraine" financial statements are unified and standardized for all businesses, regardless of its industry sector, occupation and legal form. In reality, for domestic enterprises the dominance of accounting for tax op-makers is characterised. Thus a serious obstacle to strategic analysis is the lack of regulations on the methodology of accounting and taxation. It seems appropriate to change the priorities of the existing system of accounting. To do this you need to change the priority of fiscal functions to priority management functions.

Strategic analysis addresses important organizational decisions taken at the top level. For successful implementation it is necessary to identify the main problems, which are the object of strategic analysis. Strategic analysis is applied to those problems which: directly related to the global objectives of the organization; future oriented; severely affected the uncontrollable external factors [4].

There is an information scheme of financial stability strategic analysis of industrial enterprise at the table 1. The information scheme of the strategic analysis is focused at solving problems of efficiency of financial resources conversion to the financial results, accounting the interaction to other kinds of resources and results. This is the main difference between strategic, tactical and operational analysis, the purpose of the last is cost efficiency in the production departments of the organization.

Table 1

**Information scheme of financial stability strategic analysis**

The area of occurrence	Analytical base of data	Analytic procedure
<ul style="list-style-type: none"> <li>- Internal governmental economic information</li> <li>- International economic information</li> <li>- Branch information</li> <li>- Scientific and technical information</li> <li>- Information about financial resources</li> </ul>	<ul style="list-style-type: none"> <li>- Trends and projections of national and global development</li> <li>- Development trends of the industry and characteristics of the markets: engineering and technology; goods and services; price, promotion of goods; labour; financial sources.</li> <li>- Analysis of trends in the economy</li> </ul>	<ul style="list-style-type: none"> <li>- Prediction of the external environment</li> <li>- Analysis of industry characteristics</li> <li>- Forecast for the development and evaluation of changes in the types of products, technology, production technology, marketing, financing</li> </ul>
Internal information of enterprise	Competition conditions: financial conditions; production and market shares; production power and the level of its download; price ratio, promotion of goods; scientific and technical advantages; principles of form and management practices	Assessment of competition conditions: overview competitors in each group of goods, works, services; comparison strong and weaknesses of competitors; comparison the financial conditions and budget restrictions
Decisions	To formulate a strategy for financial stability of the enterprise	To assess the opportunities, methods and consequences of the implementation financial stability strategy

Solutions associated with new kinds of building materials (what a series of houses we must learn and when) have strategic character. Particular questions arising during the above (for example, how much sources we should to spend on advertising) are referred to tactical character.

In practice all solutions are future-oriented, as the consequences of any choice of analytical felt after some time. To focus on the future was perceived more clearly in the framework of strategic analysis it is necessary to give a clarifying definition.

The future-oriented strategic analysis is referred the solutions focused on such element of financial stability which currently does not exist in total or completely absent or focused on such element which acts in general, but in the future will not exist.

in the strategic analysis, linked to external conditions for financial stability. Before proceeding to the question of the future strategic goals and directions of its achieve we need to understand what social, economic, scientific, technical, legal and political factors affecting the future of the organization.

Otherwise, you can choose the strategy that would be wrong, if the organization is influenced by factors such as economic downturn or changes in the balance of political forces.

External factors considering in the strategic analysis, linked to external conditions for financial stability. Before proceeding to the question of the future strategic goals and directions to achieve them you need to determine which social, economic, scientific, technical, legal, and political factors affect the company's future. Otherwise, you can choose the strategy that would be wrong, if the enterprise is influenced by factors such as economic downturn or changes in the legal regulation.

Thus, the strategic analysis concerns the changes that relate ultimately to the systems of financing, production, social security, under which the company operates. As part of the information security strategic analysis of financial stability, there is a great need the data about enterprises and its associations of various industries. The lack of consolidated materials is not only complicates the search for relevant information, but also the implementation comparison of various indicators of efficiency of functioning of economic subjects in the market. It should be noted that certain steps to this direction have already been taken.

The great importance is the development of prediction the financial statements of the company methods. The prediction statements based on the prediction results can be performed in a larger or more specific form. However, in the latter case, the accuracy of prediction decreases. A number of financial metrics, including earnings, allows for the construction of a mathematical model, which greatly simplifies the forecast and analysis.

Collected from various sources data about the future financial position of the enterprise can significantly increase the reliability of the strategic formulated. The current accounting system does not allow determining the real efficiency of competitive financial investments accounting 35 "Current financial investments" and 14 "Long-term financial investments".

Currently when using journal-order form of accounting transactions in accounts 35, 14 are recorded on the journal-order № 4 and state-

ment № 4.2, as well as on other registers. However, these registers are overloaded of information about accounts 10, 11, 12, 13, 19. The project hopes to create special synthetic and analytical accounting records to reflect the operations on the accounts 14 and 35. It is also advisable to put additional sub-accounts for specific objects in the accounting of financial investments – by type but not by type of elements. In this account register the financial investments made in the territory of Ukraine and abroad are received a reflection.

A separate line should be taken into account transactions of account 14, carried out of joint activities. Register details are adjusted as a result of physical inventory of property.

Using the proposed register will allow you to track the income produced from financial investments. It is expressed in dividends and taxes of valuable papers, gives the opportunity to compare actual and potential gains and losses arising to changes of valuable papers at the market.

Therefore, these areas will improve starting point for strategic analysis of the financial stability of the enterprise from the point of view of its greater specificity. Evaluation and interpretation of accounting and reporting and additional information data, will form the basis of the information support of the process of selecting financial strategies of industrial enterprises based on the use of various methods and techniques of strategic financial analysis. Thus, the possibility of carrying out analytical calculations are closely related to the quantity and quality of data available to the analyst: more detailed and better information material, more varied and solved in the process of financial analysis tasks, the deeper then this analysis. The process of managerial decision-making will fail if the generated enterprise information is not aimed to solving strategic tasks.

The purpose of selecting the financial strategy of the enterprise it is necessary to create an integrated accounting system, allowing you to simultaneously accounting (financial and managerial), statistic account and collect marketing information. It is advisable to establish a new department in the organizational structure responsible for the integration process. You need to harmonize various subsystems of accounting and analysis. The use of a single integrated information system allows panoramic, three-dimensional tracking of the most important aspects of financial and economic activity of the enterprise.

The most important element of the specified unified information system performs marketing data, which include a variety not account information data received by the marketing services and logistics. The term "not account data" means only this information, receive, accumulate and process outside information ac-

counting system. Numerous not account information is the necessary analytical material allows some degree of reliability to assess market conditions and external environment of the enterprise. In addition, marketing data allow us to estimate such categories as the leader and market share, which may not always be marked by the accounting system.

Stability of the information system, its adaptability to market conditions largely determined by the level of development of marketing services in the field of information services. Unfortunately, we have to admit that currently the majority of domestic enterprises such services are not created, so you must create them intensively to develop and improve. Just the specified service will be formed information about customers, suppliers, competition-rents and the market in general. Here information on actual and projected portfolio of orders will be formed. This information, together with information accounting system, designed to meet the needs of the enterprise in all areas of economic activity and all the quantitative and qualitative parameters – from content to design.

In marketing information system circulates a variety of information: information about macroeconomic trends, general market information and other business information.

To information regarding macroeconomic trends are trends of economic and political development of foreign countries, the prospects of economic development of the country, about the planned changes to the current legislation, about the fluctuations in the markets most important types of resources.

General market information in aggregate form includes the following: information about customers, suppliers and competitors in the sector and province, stock information, information on trends in the development of new types of products (works, services), patent information and social market research. Other commercial background information, including private information, plays a second role on marketing information system.

Developed marketing information system includes the following subsystems: internal information, external information, information marketing research. In practice, these subsystems are often viewed as independent of the information system. Internal information includes a set of data, arising from the company in the form of accounting and statistical reporting, operational and current production and scientific-technical information. During receipting this information, marketing information system interacts closely with the information system of accounting and reporting.

The external information system brings together information about the state of the external environment of the enterprise, the market and its infrastructure, the behaviour of custom-

ers and suppliers, competitors' actions, measures of state regulation of market mechanisms, and other information.

For the purpose of marketing information is divided into: background, regulatory, signal and control.

Background information is for informational, auxiliary character, reflects the relatively stable characteristics of marketing and submitted in the form of a system of reference in different directions.

Regulatory information is formed mainly in the manufacturing sector and includes the standards of various elements of production, as well as regulatory legal acts.

Signal information usually occurs during the occurrence of deviations all references between the behaviour of the objects of marketing study and the plan.

Regulatory information intended to identify the causes of deviations in the subsystem signal information for its subsequent elimination through special events.

In addition, there is advisory information with marketing character, which results from the special marketing research or based on the analysis of data presented in periodicals and commercial databases. It contains forecasts of sales, the priorities of choosing target markets and other data.

As a result of the classification of marketing information in relation to its education development distinguish between primary, secondary and derivatives or new marketing data. Marketing service of the company exchanges information flows with other services, including management and accounting. This allows you to close all the information flows in a single integrated information system.

The value of marketing information system is significantly enhanced when it is based on the principles of logistics.

Logistics information system is an essential means of ensuring the integration and coordination of functional subsystems in organization. The structure of marketing logistics information system consists of the following main components: database – stored information of all kinds; bank of methods – a set of methods used in marketing research; bank of models system models for analysis and forecasting; statistical bank information processed data and the estimated model; the ends of the channels of transmission of information management.

Logical information system covers all levels of management. The described structure ensures the effective implementation of the information system of its functions.

Through a logical information system leak internal and external information flows information the following types: between departments, between the logistics department and other consumers, from the external environ-

ment into the logistics centre, in the channel of distribution.

Reviewed marketing information system enables strategic analysis on the following areas: economic potential, strengths and weaknesses, competitors, market, macro system, risk.

During receiving the information, it is reasonable to consider two basic principles: cannot be limited to only one source of information; at least one of the sources of information should be independent.

#### Conclusions

In the course of accounting and analytical justification of the choice of financial strategy is exposed due to the analysis of all information, both formal and informal nature. Official sources of information are the media, the state statistics bodies and tax authorities with more reliable financial information, private information agencies and services. Informal information is formed by various informal channels. For recording, storing and processing information necessary to select a financial strategy, it is advisable to establish a unified computerized system of accounting and marketing information. Technical and computer software tools are an essential component of accounting and analytical support of the choice of financial strategy of the enterprise.

Technical and computer software, ensuring timely collection and processing of information data, allow the computer mode, modelling of financial-economic activity of the organization and selection strategy using a variety of development scenarios. Using computer technology we can automatically detect the deviations

from plan and implement its analysis to the aim of achieving strategic objectives. It is advisable to establish computer centres with distributed data processing, consisting of a central computer network and a large number of local stations. As a result, it will be possible exception of routine operations in the activities of financial services, which will get the opportunity to focus on key areas of formation of financial strategy of the industrial enterprise.

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#### **Масленников Є. І. Удосконалення аналітичної підтримки стратегічного й оперативного планування фінансової стійкості**

*У статті досліджено аналітичну підтримку стратегічного й оперативного планування фінансової стійкості промислового підприємства. Запропоновано створення інтегрованої системи бухгалтерського обліку, що дає змогу одночасно проводити статистичний облік і збирати маркетингову інформацію. Розроблено інформаційну схему стратегічного аналізу фінансової стійкості. Запропоновано механізм прогнозування фінансової звітності розвитку методів компанії.*

**Ключові слова:** фінансова стійкість, аналітична підтримка, стратегічне планування, оперативне планування.

#### **Масленников Е. И. Усовершенствование аналитической поддержки стратегического и оперативного планирования финансовой устойчивости**

*В статье исследована аналитическая поддержка стратегического и оперативного планирования финансовой устойчивости промышленного предприятия. Предложено создание интегрированной системы бухгалтерского учета, что позволяет одновременно проводить статистический учет и собирать маркетинговую информацию. Разработана информационная схема стратегического анализа финансовой устойчивости. Предложен механизм прогнозирования финансовой отчетности развития методов компании.*

**Ключевые слова:** финансовая устойчивость, аналитическая поддержка, стратегическое планирование, оперативное планирование.