

THE DEVELOPMENT OF THE STRATEGY OF FINANCIAL-ECONOMIC ACTIVITY FOR UKRAINIAN INDUSTRIAL ENTERPRISES

РОЗВИТОК СТРАТЕГІЇ ФІНАНСОВО-ЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ ДЛЯ УКРАЇНСЬКИХ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

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The directions of realization of a strategy of financial-economic activity in the industrial enterprise's management are developed in the article. The recommendations for the improvement of strategic management of financial-economic activities of industrial enterprises on the basis of diagnostics are proposed, the role of its results in increasing the efficiency of decision-making is defined. The approach to the formation of the structure of environment of financial-economic activities of an enterprise is improved through the profound study of internal environmental factors, such as: the financial policy type of the enterprise, its credit history, emission and dividend policy, long-term goals and priorities of owners, the tendency of owners to risk, accounting policy of the enterprise, the structure and professional level of personnel, the system of internal control and audit.

Keywords: financial strategy, financial management, diagnostics of financial and economic activity, strategic management.

У статті набули розвитку стратегічні напрямки реалізації діагностики фінансово-господарської діяльності в системі управління промисловим підприємством. Запропоновано рекомендації щодо вдосконалення стратегічного управління фінансово-господарською діяльністю промислових підприємств на засадах діагностики, визначено роль її результатів в підвищенні ефективності прийняття управлінських рішень. Вдосконалено підхід до формування структури середовища фінансово-господарської діяльності підприємства через поглиблене дослідження факторів внутрішнього середовища. Серед цих факторів виділені: тип фінансової політики підприємства, його кредитна історія, емісійна й дивідендна політика, довгострокові цілі та пріоритети власників, схильність власників до ризику, облікова політика підприємства, структура і професійний рівень персоналу, система внутрішнього контролю та аудиту.

Ключові слова: фінансова стратегія, фінансовий менеджмент, діагностика фінансово-господарської діяльності, стратегічне управління.

В статье получили развитие стратегические направления реализации диагностики финансово-хозяйственной деятельности в системе управления промышленным предприятием. Предложены рекомендации по совершенствованию стратегического управления финансово-хозяйственной деятельностью промышленных предприятий на основе диагностики, определена роль ее результатов в повышении эффективности принятия управленческих решений. Усовершенствован подход к формированию структуры среды финансово-хозяйственной деятельности предприятия исходя из углубленного исследования факторов внутренней среды. Среди этих факторов выделены: тип финансовой политики предприятия, его кредитная история, эмиссионная и дивидендная политика, долгосрочные цели и приоритеты владельцев, склонность владельцев к риску, учетная политика предприятия, структура и профессиональный уровень персонала, система внутреннего контроля и аудита.

Ключевые слова: финансовая стратегия, финансовый менеджмент, диагностика финансово-хозяйственной деятельности, стратегическое управление.

Problem setting. The condition of Ukrainian economy of the present time and the industrial sector, in particular, provides the weighty significance of the financial-economic activity of enterprises taking into consideration the number of problems, which complicate their functioning. Among them are such like: the amount of gains and

profits do not reach a level sufficient to cover the cost of capital and operating costs; deepening the gap in liquidity level; lack of own financial sources; low intensity of advanced resources usage. The financial management of economic enterprises is responsible for solving the mentioned problems, eliminating the negative consequences.

The management of financial-economic activity of modern industrial or any other enterprise is a complex multidimensional task. The main goals, which testify to its effectiveness, are as follows: the flexibility of financial planning, the optimal structure of financial resources distribution, minimizing financial risks.

The complexity and riskiness of functioning environment, internal instability of socio-economic systems stimulate to conceptual reinterpretation of management tasks of financial-economic activity, suggest the demand to think and act strategically to managers of industrial enterprises and make it particularly relevant.

The financial situation of the enterprise is the result of the parameters of its financial-economic factors of external and internal environment. Its identification is intended to increase the flexibility and adaptability of the controlled system, the capacity for timely response to emerging opportunities and threats, more effective usage of the enterprise potential.

Therefore, from the effectiveness's point of view, the usage of strategic approach in management is not just appropriate but the only possible one. The investigation of management as the process of building and implementing the enterprise's strategy allows forming long-term development prospects and not losing the ability to respond adequately to changes in the external and internal environment.

Recent research and publications' analysis.

In the investigation of strategic management as the process of developing and implementing

the enterprise strategy, the author analysed publications of such researchers as: T. Bayazitov [1], A. Korn [2], I. Blank [3] and others.

However, despite numerous publications on the issue of financial strategy, remains inadequately explored the question of determining the necessity of application the results of diagnostics of financial and economic activity of Ukrainian industrial enterprises.

The goals of the article. The aim of the article is to propose the recommendations for the improvement of strategic management of financial-economic activities of industrial enterprises on the basis of diagnostics. The other aim of the article is to define the role of diagnostics results in increasing the efficiency of decision-making.

Key research findings. Based on the analysis of scientific approaches to the essence of the strategy of financial-economic activity as a part of the overall enterprise strategy, we define the strategy of financial-economic activity as substantiated direction of management that contributes to the general mission through the formation and usage of financial resources. In other words, it is a functional direction of an overall strategy but it also provides a particular range of financial goals.

This feature of the strategy of financial-economic activity is generated by differences in strategic and financial goals of enterprises and their simultaneous subordination (Fig. 1).

The strategy, which is built under long-term targets of financial-economic activity and predicted trends of enterprise' development, balances strategic and financial goals.

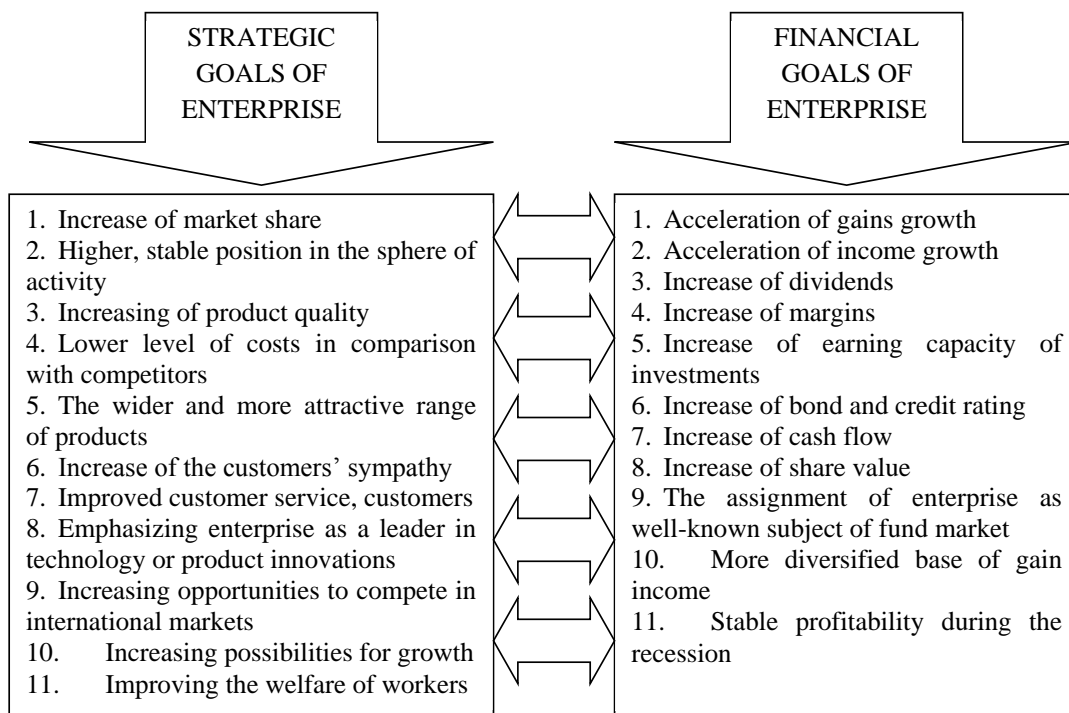


Fig. 1. The correlation of strategic and financial goals of the enterprise [1, p. 19]

The grounding of the main strategy goal of financial-economic activity requires a number of essential points.

Firstly, it is mandatory to conduct the coordination of it with the main target of the whole enterprise strategy that is to bring into accordance with the size of the organization, the stage of development, the resource provision, the implementation of time lag purpose into life.

Secondly, reaching the capacity goal – it has to define and coordinate the system of strategic targets of lower-level hierarchy. The target of such a kind, the most appropriate, is the welfare of the enterprise's owners (shareholders).

Thirdly, it is necessary to form a system of criteria for measuring compliance with the current situation to desirable that is the election indicators, whose values are signalled about the level of the achievement or moving off the enterprise from the strategic priority. When it comes to the welfare of the owners, the relevant indicator of its measuring

is the earning capacity of the fund, which shows the impact of the monetary unit invested in the enterprise.

Fourthly, the determination of the main strategic target of financial-economic activity as the entire process of constructing strategies is an individual task for each enterprise, for each direction of the business corporation.

The development of a strategy of financial-economic activity of the enterprise is a complex system (Fig. 2), under which diagnosis results can be particularly useful. During this process, the diagnostic is an informational system that provides data about the past, the present, and the future situations.

The integration of diagnostics into the strategic management allows:

- to give a comprehensive description of the stage and financial parameters of the enterprise;
- to assess the probability of the following changes of situations, explore trends of these changes;

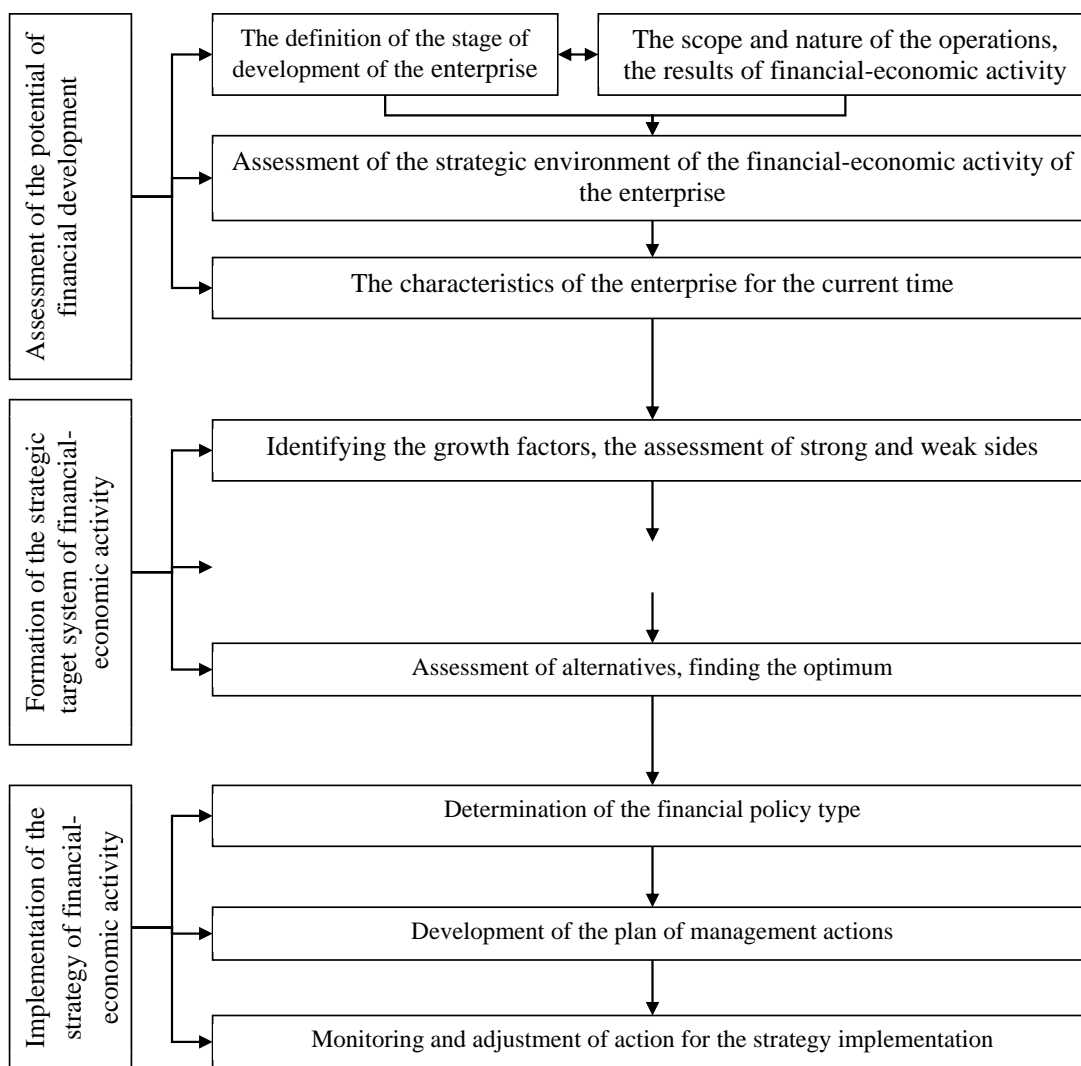


Fig. 2. The process of development of the strategy of financial-economic activity of the enterprise

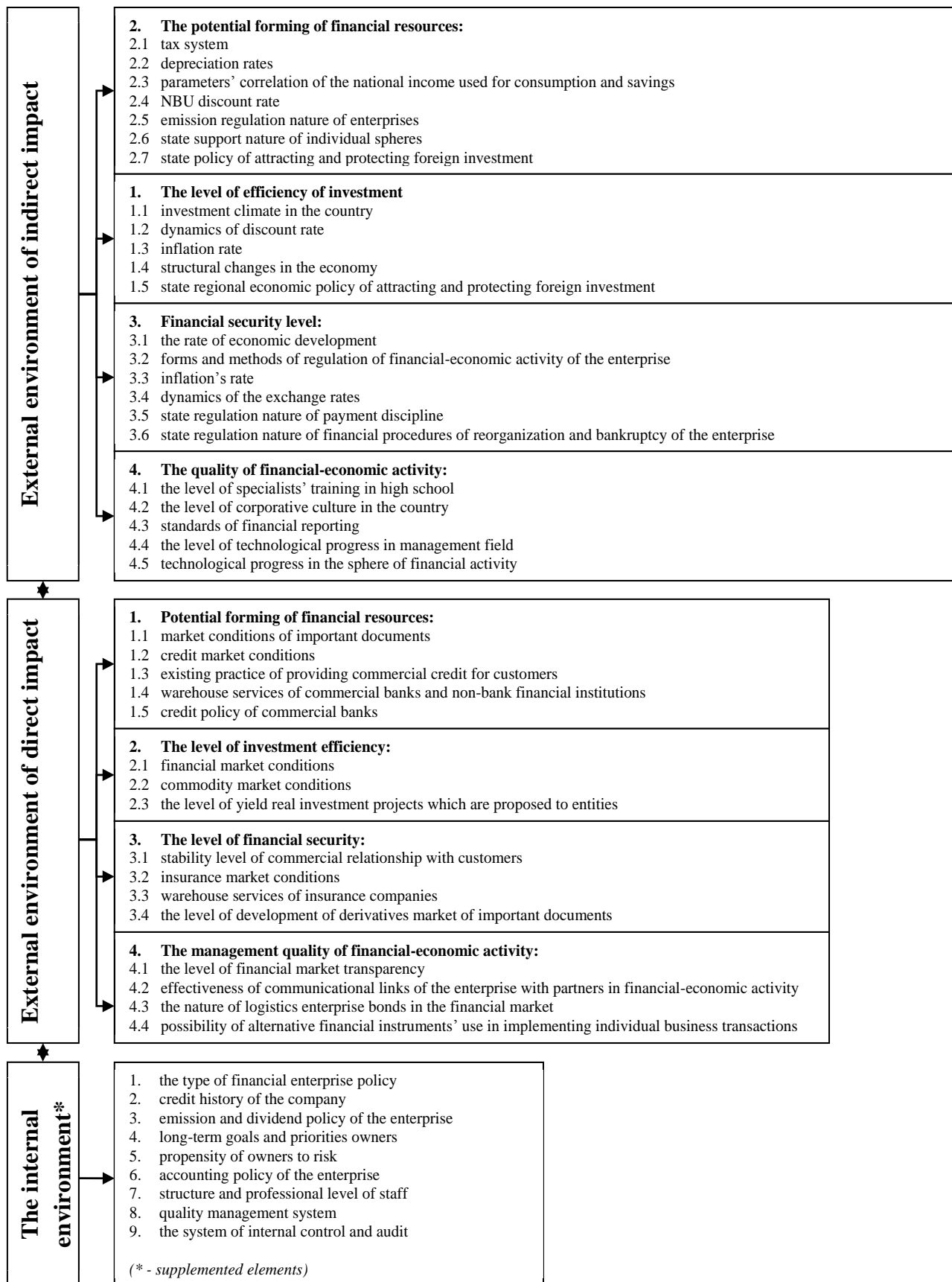


Fig. 3 The structure of the environment of financial-economic activity of the enterprise
(compiled by the author [2] and supplemented)

- to compare the opportunities and risks of alternative strategic directions;
- to determine the effect of implementation of the chosen strategy and the efficiency optimization measures of chosen strategic direction;
- to create a system for monitoring the results of the strategy implementation for the appropriate adjustments of following measures.

Taking into consideration the importance of diagnosis, we define it as a strategic management tool that provides an assessment of the resources, opportunities, and development trends of the enterprise during the construction and implementation of the strategy of its financial-economic activity.

The strategic management system of the enterprise is based on identifying the strong and weak sides of its activity, the constructing measures for developing benefits and eliminating threats. An integrated vision of the enterprise position provides a diagnostic combination of financial-economic activity and strategic analysis (Fig. 3).

The financial-economic environment of the enterprise is a system of conditions and impacts on the organization, its forms, and results of this activity. Depending on the conditions of formation and action on the operation and development of the company, the structure of the strategic environment has three constituent units: the external environment's indirect impact, the direct impact of the environment and internal

environment of the financial-economic activity of the enterprise.

Distinguishing macro, meso, and micro levels of the environment of financial-economic activity allows grouping and analysing the current level of factors of influence on the situation of the enterprise and predicting the change of the direction or intensity of the action both of any factor.

The strategic analysis allows investigating the relationship of all elements of the enterprise environment, while its elements considered as a set of individual components within the set of factors are formed due to the peculiarities of a specific enterprise [4; 5, p. 40].

The strategic position of the enterprise is investigated by comparing the identified opportunities, threats of the strong and weak sides of its activity. The most common method is the SWOT-analysis; under uncertainty, it should be supplement by results of "scenario" or expert analysis [6, p. 52].

Conclusions. The identifying dominant environmental factors are extremely important as it allows evaluating the prospective state of the financial potential of the enterprise under the influence of possible changes. Nevertheless, the predisposition of enterprises to the action of the following factors varies and depends on the current state and trends of the entity development (stage of its life cycle, scope, and nature of operations of the financial-economic activity, financial development potential).

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