

Organization and Development of Intra-structural Processes of Accounting and Control of Financial Results as a Basis for Efficient Enterprise Management

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Abstract: The article deals with the organization and development of intra-structural processes of accounting and control of financial results. Their importance and role in improving the efficiency of enterprise management were considered. We identified a set of measures, the implementation of which would ensure the achievement of the planned indicators of the company's financial results.

1 INTRODUCTION

In the current market conditions, various factors of the business environment have a significant impact on the company's activities. The modern business environment is characterized by a high rate of change in demand, changing market conditions, exposure to a variety of consumer requirements, and many others. The business response should be immediate and, ideally, proactive. Enterprise systems shall meet rapidly changing environmental conditions (Vlasova N.S., AYTEKOVA B.Z., ABILOVA D.S. 2019). Factors of influence determine the conditions that require assessment and analysis when making management decisions aimed at achieving the financial results of the enterprise outlined for the planning period. The quality of management decisions in modern conditions directly depends on a thorough analysis of the external environment (Burdina A.A., Nekhrest A.A., Frolov Y.N.,).

The ability of management to correctly assess the situation and make high-quality management decisions largely depends on the level of implementation of intra-structural processes of accounting, control and the management system as a whole.


Currently, economic entities have a real opportunity and the right to independently determine financial, managerial, and economic policies. However, having freedom of choice, enterprises face

difficulties in implementing both the construction of processes of interaction between structural divisions, regulations of procedures, and introduction of accounting, control, and management procedures.

As the main reasons influencing the search for solutions to the tasks facing the management of enterprises, we can distinguish, first of all, the lack of market information both in the professional field of activity and related areas. The availability of full-fledged reliable information about the company's place in the market, its position, and impact on the business environment, allows the management to give an objective assessment of the company's position and make a high-quality management decision aimed at achieving maximum financial results. The lack of efficiency and access to the planned financial result forces the company to resort to attracting paid resources (Burdina A.A., Moskvicheva N.V., Oktay M.-A.N. 2019).

It is also important to highlight the business need for highly qualified specialists trained to work using modern methods of processing financial and managerial data, the results of which can be used for enterprise management.

The use of modern methods will be significantly more efficient if the proposed solutions can be implemented based on IT products and advanced software. The introduction of modern achievements and technologies enables to take deeper account of the conditions and features of the market environment

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in which the company implements its projects, and to understand the correctness of the decisions made.

The purpose of the article is to propose a mechanism for the organization and development of intra-structural processes of accounting and control of financial results. In this article, we would like to combine all the resources that an enterprise can have and find a solution that could be accepted as a recipe for efficient management. The task of achieving the goals of improving the tools and building internal accounting and control processes has always been relevant.

Consideration of the organization of accounting and control is reflected in the works of many well-known scientists. Methods and recommendations of such authors as V.B. Ivashkevich, M.V. Melnik, T.M. Rogulenko are relevant for the development of such management solutions that would allow achieving the highest indicators of financial results.

The need for accounting, designed to manage the activities of the enterprise, has existed since its incorporation. Initially, accounting was intended for owners and served their interests. With the introduction of regulations and the definition of common approaches, accounting and reporting have also become popular with external users. The increasing complexity of production processes and the development of financial relations have not only preserved the need for accounting and control but also forced us to look for ways to improve the mechanisms of implementation and efficiency of processes (Ivashkevich V.B, 2016).

The fundamental task of the enterprise is to make a profit in such volumes that would not only ensure the fulfillment of the assigned expectations of the owners in the form of dividends but also develop production capabilities for the future. Traditional methods of enterprise management, based on a widely used linear-functional management structure, do not allow us to quickly adjust and respond to changing environmental conditions. Processing and accounting of input indicators take sufficient time, which significantly affects the receipt of data for making management decisions and affects the efficiency and effectiveness of the business. We can often see the implementation of the enterprise management mechanism, where business processes carried out by structural divisions are implemented without exchanging production information, and operational management decisions can be made only based on accounting data for the previous reporting period.

In modern conditions, domestic enterprises are called upon to reform existing business practices

based on modern enterprise management concepts, since the main direction of efficient activity is to ensure profitability at any stage of the life cycle. It is the structural divisions that are obliged to pay close attention to the level and quality of their expenses, which have a direct impact on the result of their activities (Kolesnik N.F., Shibileva O.V., 2019).

The enterprise is a mechanism that turns the strategy of the owner and top management into money (Savchuk V.P., 2007).

Business owners and the company's management naturally face the issues of developing and implementing a mechanism for organizing intra-structural processes for accounting and controlling financial results, which increases the efficiency of using the company's resources, allows identifying reserves for increasing profits, and ensures survival and adaptation to modern market relations.

As practice shows, the losses from the lack of properly organized business processes are significantly higher than the losses from abuse in enterprises. The company's products can be demanded on the market, and consumers declare their intentions in advance to purchase goods that are still at the production stage, but the intra-structural processes at the enterprise are organized in such a way that they result in a violation of delivery terms, violation of storage conditions, overproduction, and other processes caused by the lack of organization of accounting and control processes. Ignoring the increasing demands of customers leads to a loss of the market and a decrease in the level of financial results.

Based on the experience of managing successfully developing economic systems, the most significant changes in the accounting and control process are associated with the implementation of the strategic orientation of the management process and ensuring continuous indicative planning, as well as strengthening the role of control processes and their merging with accounting operations (Melnik M.V., 2014)

The development of modern management solutions is the definition of possible ways to improve the efficiency of the enterprise. The quality of the organization of accounting and control at the enterprise is largely determined by the quality of the formation of the information base. The basis of the information resource of the enterprise consists of accounting and management data, budgets of various levels, and internal forms of analytical reporting. Based on the primary accounting data, an information base is formed to analyze and adopt high-quality management decisions in the field of formation and functioning of the internal environment of the

enterprise (Ilyasova M.K., Memetova E.E., 2017). Operational processing of primary documents and entering data into the accounting system allows creating an information resource that is a source of data for the operation of the management decision-making mechanism.

The purpose of the work is to develop and implement a system of accounting and control of financial results based on the organization of internal processes and procedures of budget management.

The development and improvement of internal processes of accounting and control of financial results allow the enterprise's readiness to change the business environment and implement the most efficient management of the enterprise. Within the framework of building internal accounting and control processes, the following tasks will be solved:

- improving the management efficiency of structural divisions of an enterprise or group of enterprises;
- ensuring resilience to the impact factors caused by the changing business environment;
- ensuring control and continuity of business process management;
- providing flexible feedback and system response to changes in the parameters of the control mechanism;
- determination of the sequence of actions of the personnel involved in the work within the framework of the functioning of intra-structural accounting and control processes in case of deviation of controlled parameters from the basic ones.

2 MATERIALS AND METHODS

Work on the organization and implementation of intra-structural accounting and control processes is carried out in stages while developing the main measures that reflect the sequence of tasks to be solved. The set of fundamental measures should include:

- defining the control scheme;
- determining the list of structural divisions of the enterprise or legal entities planned for inclusion in the work under the holding form of management (application of a cross-work scheme when the structural division is managed from the parent company but forms the business processes in all the enterprises participating in the group);

- determining the areas of responsibility of managers and authorized employees following the management scheme and local regulatory documents;
- determining the list of structural units that are planned to be involved in the internal accounting and control processes;
- development and implementation of local regulatory documents, instructions, and other regulatory documents that define the procedures for interaction of departments;
- development of a plan for the implementation of internal accounting and control processes;
- procedure for processing, exchanging, timing, and composition of the transmitted information;
- conducting IT consulting, identifying IT technologies, software products, the use of which in the developed and implemented intra-structural accounting and control processes can ensure the efficiency of both the processes themselves and the effectiveness of management decisions made on their basis;
- determining the list of control indicators, parameters of values of indicators, stages, and terms of carrying out measuring comparative procedures;
- implementation of the methodology for determining the dependence of indicators of the revenue and expenditure parts of the budget;
- development and implementation of procedures aimed at correcting the identified deviations.

Implementing the enterprise management system's proposed mechanism can be represented as a system with rigid feedback. There is an input parameter $X(t)$, which enters the control mechanism that implements the specified function, conducts internal processing, and changes its value to the size that consumers expect at the output $Y(t)$.

The parameters $X(t)$ and $Y(t)$ are variables whose dependence is determined by the parameters of the function $F(t)$. The description of this function takes into account the dependence of parameters that, under the influence of external factors, have such a control effect that adapts the budget parameters to the current situation and smooths out external influences. The formation of the function equation is a defining process, which is based on the identification of such dependences of the parameters under study, for which a certain value of the input parameter corresponds to a certain value of the output parameter. The peculiarity of the process is that a larger number of parameters taken into account in the analysis

determines a larger number of factors of influence and complicates the formula. As soon as we begin to form the influence of the input parameter on the processes, we immediately get a change in the output parameter. The main task is to identify such a dependence of the input and output parameters, at which the dynamics of change becomes predictable and lies in the field of our research interests.

The described methodology can be applied to quickly adapt the budget to external factors. The cost of produced products depends on the cost of their production. A significant change in demand, overstocking warehouses with a specific type of product creates the need to reduce production and limit the purchase of raw materials. The list and the amount of costs for the production of one item of a particular product range will be known components. If the market situation changes and the volume of sales changes, then the derived function of the dependence of income and expenditure parameters will help the system quickly adjust the budget and limit the cost of forming stocks of the considered item.

Linking the accounting parameters to the reporting forms will enable to quickly determine the indicators of financial results and create a basis for making management decisions. A large number of micro-budgets can function for each of the product ranges within a single enterprise budget framework.

This scheme can be considered as a finely tuned tool that implements both accounting and control functions of the management process. The presentation of the parameters functioning in the system can be implemented in the form of a wide range of elements, including accounting indicators, the management or financial accounting, or even combined parameters, the definition of which is necessary for precise adjustment of management decisions, for example, on control and maintenance of a given level of financial results for one or more enterprises of the group, control of covenants of credit agreements or cost parameters, and much more. The proposed scheme can be useful for solving various tasks related to the organization and development of intra-structural processes of accounting and control of financial results. By identifying the dependence of the scheme parameters on external influences of changing market conditions, demand for manufactured products, the level of technological perfection of production equipment and production processes, the formulation of pharmaceutical preparations, changes in logistics solutions, as well as the dependence of parameters on each other, we can get as deep a matrix chain of parameters as possible

to describe the processes, identify the patterns of their changes and the mutual influence on each other and on the parameters under study.

The involvement of a larger number of parameters, conditions, and data in the analytical chain for detailing the decisions made, and, as a result, reducing the parameters of the tolerances for changes in the studied values, will depend on the task complexity and the number of processes involved in the solution.

$$Y=F(X_1, X_2, \dots X_n) \quad (1)$$

By building a hierarchical structure of management processes, we can rank the results of indicators by their significance and importance for the system, and determine the level of influence that they can have on the effectiveness of the process (Burdina A.A., Kaloshina M.N., Manaenkova E.T., Nekhrest A.A., Rogulenko T.M. 2018).

Accordingly, focusing on the introduction of a larger number of controlled parameters, the system connects the decision with the influence of a larger number of corrective processes but, at the same time, provides a more accurate final result and a higher sensitivity to the influence of external factors.

Expanding the number of parameters under study requires the use of modern software. Solving the problem on the basis of ERP systems allows combining the information resources of the enterprise: accounting, financial and management data, and speeding up the processing of accounting information, which significantly improves the quality of management decisions and control functions.

3 RESULTS AND DISCUSSION

Much attention has been paid to the consideration of accounting and control issues in the works of leading domestic and foreign scientists. However, the organization and implementation of intra-structural accounting and control processes at production enterprises, the implementation and development of management algorithms for accounting parameters are not sufficiently disclosed and deserve more attention. The applicability of the proposed tools is of profound interest. The use of these tools based on ERP systems allows expanding the scope of the studied parameters and linking together various functional and information blocks of the enterprise.

4 CONCLUSIONS

The activity of manufacturing enterprises encourages the search for such management systems, accounting and control organizations, the result of the development and development of which would be the achievement of management efficiency and planned indicators of financial results.

The implementation of the approaches proposed in the article at the enterprise allows us to take a more extensive approach to the organization of accounting and control, to look at the studied processes from a different angle. The use of a mechanism for controlling the deviation of basic parameters under the influence of changes in the business environment gives the company's management a lot of confidence in the time of information processing and decision-making.

Automation and efficiency of information processing significantly affect the effectiveness of interaction between structural divisions and motivates management to develop intra-structural processes of accounting and control of financial results as one of the ways to improve the efficiency of enterprise management.

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