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## STRATEGY MANAGEMENT OF FINANCIAL RESULTS FOR THE COMPANY AND ITS OUTPUT TO INTERNATIONAL LEVEL

### СТРАТЕГІЯ УПРАВЛІННЯ ФІНАНСОВИМИ РЕЗУЛЬТАТАМИ НА ПІДПРИЄМСТВІ ТА ВИХІД ЙОГО НА МІЖНАРОДНИЙ РІВЕНЬ

**Summary.** The article deals with the questions of improvement of approaches to formation the enterprise financial results management strategy. By means of analysis of international companies' strategies it is proposed to establish the most profitable marketing strategy for businesses that are on the stage of international level. The article defines the development of effective planning on the example of the company in accordance with its objectives. Enterprise financial results management, and study the possibilities of attracting additional resources is improved for further international exposure through the marketing strategies.

**Key words:** management strategy, management of financial results, international market, enterprise, marketing strategy.

**Introduction and statement of the problem.** Under the conditions of high competition and changes in the economic environment of international marketing, an enterprise needs to have such a management strategy that would ensure the maximum development and define the benefits at the national level. In these latter days, scientists share the opinion regarding complement with each other management strategy, marketing and management process as a whole. This raises a question that to determine the strategy of financial results management it is necessary to consider management from the point of view of marketing and to formulate them in a competitive environment.

**Analysis of recent researches and publications.** Different aspects of strategic management were explored by such foreign and domestic scientists as: O. Walker, P. Drucker, M. Ermachenko, I. Gerchikova, V. Gerasimchuk, I. Blank. A. Podderegin, O. Bandurka, K. Igonina and others. In all the importance of scientific researches, a number of issues in this area still remain insufficiently explored.

**The aim** of this work is to improve enterprise financial results management, and to study the possibilities of attracting additional resources for further international market penetration through marketing strategies.

**The results of the study.** All the market participants are interested in obtaining high financial result in their business activity, since profit is necessary for expansion of enterprise's operation, realization of investment projects, introduction of innovations and increasing financial incentives. Sustainable and effective performance of an enterprise is primarily provided by using of scientific methods of planning and

analysis of profit and identification of the effective ways of its use. Profit of an enterprise is an important category, which strengthens the financial condition of the company and at the same time is the basis for the formation of budgetary resources in the enterprise [1, p. 183].

The main indicator of the result of financial-economic activity of an enterprise is the financial result, profit or loss. There are many definitions of the concept "financial result", so, after analyzing some of them, you can come to the conclusion that the financial result is the final result of activity of an enterprise, expressed in the form of profit or loss.

For further consideration it is necessary to define also a concept of management strategy. Having considered all of the definitions, you can come to the conclusion that strategic management is the process of enterprise management, which is defined by human potential as the basis of the organization, directs production activities on customer requests, carries out flexible regulation and developments without negative effects of the environment and allowing to achieve competitive advantages, which ultimately helps the company survive in the long term, while achieving their targets.

In turn, marketing strategy is a set of activities of an enterprise that it carries out on in accordance with the marketing plan developed on the basis of careful monitoring of the market strategic; this is also the behavior of the firm regarding positioning its own product in the target markets, its promotion and maintenance of the demand for this product [2, p. 79].

The strategic planning process is indicated by several groups of factors shaping the behaviour of companies in a

particular market. These factors help to determine the feasibility of entering the market, both from the point of view of the demand for a product or service and the impact on the company of various institutions, and in building a conclusion on the adaptive capacity of the company in the market. For this purpose, it is necessary to define the relationship of marketing strategy with these factors, namely, the development of external marketing environment, the state of the world's competitive environment, a company's communication with the target market and managerial materials.

Each of the factors has a significant impact on marketing strategy. External marketing environment recently identifies the dynamic changes in consumer preferences. Respectively, manufacturing companies should focus on the fact that it is impossible to predict the structure of demand, which actually multiplies the risk of decision-making.

The condition of the global competitive environment determines the presence of a considerable number of companies that compete with each other, and increased entry barriers to almost every sector of business. Therefore, enterprises need to adhere to the strategy of gradual development so as to get to the international level.

The resources managed by international companies, are the same, and their competitive advantage, therefore increasing the quantity and quality of managerial, financial and material resources should be the main task of international company. Modern development of global business requires that international companies follow the principles of corporate social responsibility at least on the markets where they are represented.

Ensuring effective management of financial performance of enterprises is an important strategic task for managers of business entities who have to be aware of the need for an integrated and systematic approaches to the implementation of this task that ensures the optimal solution. Management of the company financial results is permanent, key process, the efficiency of which affects the success of the corporate management system functioning and the pace of economic development of industrial enterprises.

To achieve sustainable competitiveness and ensure optimal economic effect in a market economy, you should imple-

ment an effective system of company's financial results management. According to O. Voronina, [3, p. 12], management of the financial result is the process of identifying and implementing the most effective solutions regarding the formation, distribution and use of financial result, which is based on coordination with other subsystems of enterprise management, based on feedback, and implemented to achieve a stable financial condition and good business practices. The review of the financial management result, as the determining factor in the general system of enterprise management, promoted the discovery by the above-mentioned scientists of the essence of such a control, which differs from the existing approaches is separation of the coordination functions of the abovementioned management, and the importance of generalization of the inverse impact of the financial result for operation of management system as a whole.

Financial strategy of the results of management use in the system of enterprise management to date is quite a sophisticated business, because the managers often do not realize the importance of operational management activity, so the task of collecting and providing of current data for management decisions is not even assigned.

Strategy of financial results management is based on general management principles such as dedication, planning, competence, discipline, stimulation and hierarchy.

In addition, it was suggested to use the principles of interdependence, hence it is necessary to take into account that the management is under the influence of external and internal factors. The external factors impact on financial results include:

- the rate of inflation;
- state regulation of prices and tariffs;
- social and economic conditions;
- the level of development of foreign economic relations;
- financial-credit policy of the state;
- the phase of the economic cycle of the state;
- tax policy of the state;
- the level of competition in the industry;
- natural conditions, and so forth [4, p. 81].

The significance of the role of the management principles is that with their support the administrative system

Table 1

**Profitability analysis of LLC "MONTAZHUNIVERSAL" for 2013–2015**

Indicators	The period of study, years			Impact (+/-)		
	2013	2014	2015	2013 versus 2013	2014 versus 2014	2015 versus 2015
The profitability of sold products by gross profit	0,337	0,293	0,134	-0,044	-0,159	-0,203
Profitability of sales by the financial result of the operational activity	0,062	0,076	-0,064	+0,014	-0,14	-0,126
Profitability of sales by the financial result of ordinary activities before tax	0,053	0,054	-0,101	+0,001	-0,155	-0,154
The profitability of sales by net profit (loss)	0,002	0,041	-0,082	+0,039	-0,123	-0,084
The return on assets by gross profit	0,1834	0,1505	0,0576	-0,0329	-0,0929	-0,1258
The return on assets by the financial result of operational activity	0,0339	0,0389	-0,0273	+0,005	-0,0662	-0,0612
The return on assets by the financial result of ordinary activity before tax	0,0288	0,0278	-0,0433	-0,001	-0,0711	-0,0721
Return on assets by net profit (loss)	0,0012	0,0213	-0,0349	+0,0201	-0,0562	-0,0361
Profitability of own capital under the gross profit	0,2153	0,1837	0,0730	-0,0316	-0,1107	-0,1423
Profitability of own capital by the financial result of operational activity	0,0399	0,0476	-0,0346	+0,0077	-0,0877	-0,0745
Profitability of own capital by the financial result of ordinary activities before tax	0,0338	0,0339	-0,0550	+0,0001	-0,0889	-0,0888
Profitability of own capital by net profit (loss)	0,0015	0,0259	-0,0444	+0,0244	-0,0703	-0,0459

characterizes the rules of conduct, mandatory for all dependent subjects, brings together, coordinates and adjusts their activity, affects the process of managerial decision-making. The presence of advanced methods of quality control and their use is a prerequisite of effective management and business processes.

Profitability indicators characterize the efficiency of the enterprise as a whole, income of various directions of activity (industrial, entrepreneurial, investment), payback and the like. They are more complete than profit, characterize final results of managing, because their value indicates the ratio of the effect with the available or used resources, they are used to assess the activity of the enterprise and as a tool in investment policy and pricing.

The calculation of profitability for the period 2013-2015 on the example of LLC "MONTAZHUNIVERSAL" is given in table 1.

According to the table, we can conclude that the company is gradually losing the level of this indicator as a result of operating losses from ordinary activities in 2015. The highest level of return on assets is indicative for 2013: on gross profit the level of profitability of assets made up 18,34%; on the financial result from operating activities – 3,39%; on the financial result from ordinary activities before tax – 2,88% and net profit margin – 1,2%. In 2014, the situation deteriorated, there is a decrease in gross profit, operating and routine, causing a significant decrease in the level of profitability according to financial results of activity of LLC "MONTAZHUNIVERSAL". In 2015 only on gross profit profitability of assets made up of 5,76%, which is 12,58% – less in comparison with 2013 activities. Other types of assets yield on different financial results have a negative value.

The return on equity of LLC "MONTAZHUNIVERSAL" shows the following: firstly, profitability of own capital at gross profit of the LLC "MONTAZHUNIVERSAL" is characterized by a steady downward trend. This is due to the fact that the company has partially lost its positions on the market of supply and demand, and as a result, there was a decrease in gross profit. So in 2013 the return on the own capital in the gross profit amounted to 21,53%, and in 2014 the figure fell by 3,16% and amounted to – 18,37%. 2015 year of activity of the company is characterized by profitability of own capital in the gross profit of 7.3 per cent. Thus, LLC "MONTAZHUNIVERSAL" in 2015, had a worse performance than in 2014, in particular, the net profit decreased by 19,668 thou. UAH that is why it is necessary to improve the financial strategy of the enterprise.

Therefore, one of the main reasons for the slow development of enterprises is non-effective management of financial results. The performance management system of the enterprise must include a programme of steps and use such instruments for its implementation and support on which base the management team of the company will be able to implement its development strategy and achieve goals that are described in the Statute, that is, the improvement in the financial results or profit maximization.

Thus, in the conditions of formation of buyer's market, international companies need to seek more successful methods of meeting the needs of consumers, so along with the dynamic development of the external environment, the pro-

cess of transformation of values of the companies themselves takes place. Those businesses that do not have time or will to change their priorities, lose their competitive advantage.

After analyzing different methods of improving the financial arrangements of the enterprise, we can say that there are many possibilities of financial stabilization for the LLC "MONTAZHUNIVERSAL" through the use of its internal and external mechanisms. Having considered all possible measures of stabilization of activity of the enterprise, let's apply some of them to improve the financial status of the LLC "MONTAZHUNIVERSAL". To obtain funds for replacement of fixed assets it is advisable to sell the outdated equipment and to increase the turnover of circulating assets to release financial resources.

It is worth noting that the proposed steps in the long term can have a significant impact on financial results of economic activities of the LLC "MONTAZHUNIVERSAL", in particular, the increase of availability of financial resources. As a result, reduction of losses, but we did not consider rather large number of both internal and external factors that may adversely affect the amount of the profit.

To improve financial sustainability of the enterprise in conditions of uncertainty it is necessary to effectively manage its capital. Capital of the company can be used in the domestic turnover and beyond, a risk exists when placing a large part of the capital in inventory or receivables.

Recommendations for improving management of solvency, liquidity, business activity and financial stability of the enterprise allow to increase the efficiency of enterprise management by using the financial mechanism.

According to the analysis of the financial results of LLC "MONTAZHUNIVERSAL" we can conclude that the company is profitable and is characterized by the average level of liquidity and solvency, which suggests that the financial mechanism that was developed in the enterprise is not effective, because the company received losses in 2015. Therefore, a further purpose of the financial mechanism should be to ensure stability of the financial condition of the company, growth of volumes of production of quality competitive products, saving resources, innovation and investment to priority areas of production.

**Conclusions.** Marketing strategy is one of the main components of the process of enterprise strategic management and its entrance to the international level. Due to rapid changes in the external environment, the enterprise takes more prompt and risky decisions about its own development, so it is necessary to choose a marketing strategy on a scientific basis. Also the factors of external and internal impact that affect the financial mechanism of the enterprise are explored, and on the example of analysis of the LLC "MONTAZHUNIVERSAL" the mechanism of financial activity is defined, which allowed to plan the activities of the enterprise to ensure maximum possible profit with minimum cost in terms of the variability of market conditions. It was determined that the pace of financial growth anticipated during the planning period requires financial support on four main parameters: the growth of profitability of sales; growth in the share of net profit allocated for industrial development; acceleration of assets turnover; use of financial leverage effect. The last activity for improvement is development of an effective planning of the company operation.

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**Анотація.** У статті розглянуто питання вдосконалення підходів до формування стратегії управління фінансовими результатами на підприємстві. Запропоновано за допомогою аналізу стратегій діяльності міжнародних компаній визначити найбільш вигідну маркетингову стратегію для підприємств, що перебувають на стадії виходу на міжнародний рівень. Визначено розробку ефективного планування на прикладі підприємства відповідно до його цілей. Удосконалено управління фінансовими результатами та досліджено можливості залучення додаткових ресурсів для подальшого виходу на міжнародний рівень за допомогою маркетингової стратегії.

**Ключові слова:** стратегія управління, управління фінансовими результатами, міжнародний ринок, підприємство, маркетингова стратегія.

**Аннотация.** В статье рассмотрены вопросы совершенствования подходов формирования стратегии управления финансовыми результатами на предприятии. Предложено с помощью анализа стратегий деятельности международных компаний установить наиболее выгодную стратегию для предприятий, находящихся на стадии выхода на международный уровень. Определена разработка эффективного планирования на примере предприятия в соответствии с его целями. Усовершенствовано управление финансовыми результатами и исследованы возможности привлечения дополнительных ресурсов для выхода компании на международный уровень с помощью выбранной стратегии.

**Ключевые слова:** стратегия управления, управления финансовыми результатами, международный рынок, предприятие, маркетинговая стратегия.

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## **КОНСОЛІДАЦІЯ БАНКІВ УКРАЇНИ: СУТНІСТЬ, ПРИЧИНИ ТА ПЕРСПЕКТИВИ РОЗВИТКУ**

### **CONSOLIDATION OF BANKS OF UKRAINE: ESSENCE, CAUSE AND DEVELOPMENT PROSPECTS**

**Анотація.** У статті визначено основні мотиви консолідаційних процесів у банках України. Визначено проблеми, з якими зіштовхуються банки у процесі консолідації. Розглянуто хронологію розвитку консолідаційних процесів. Проаналізовано приклади найбільших злиттів та поглинань банків за останні роки. Визначено основні шляхи розвитку консолідаційних процесів у банківській сфері України.

**Ключові слова:** банки, консолідація, капітал, злиття, поглинання.

Вступ та постановка проблеми. В останні десять років у світі відбуваються процеси глобалізації, концентрації фінансового капіталу, зокрема, збільшення банківського капіталу. Тенденції до інтеграції банківського капіталу посилюються як на міжнародному, так і на національному ринках. Сучасними реаліями банківського сектора України є недостатня капіталізація, яка приводить до зниження конкурентоспроможності вітчизняних банків. Одним із шляхів вирішення проблем, що обмежують можливості

розвитку банківського сектора України, є консолідація банківського бізнесу, яка найчастіше реалізується шляхом злиття та поглинання банків. У світовій банківській практиці ці процеси активно використовуються як метод відбору найбільш ефективних та пристосованих до конкурентних умов банківських установ.

Процес консолідації є довготривалим, складним та вимагає вагомих зусиль, при цьому його результати передбачити надзвичайно важко. У зв'язку з кризою в Україні,