

УО «Алматы Менеджмент Университет»



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УПРАВЛЯТЬ СОБОЙ – УПРАВЛЯТЬ БИЗНЕСОМ – УПРАВЛЯТЬ ВРЕМЕНЕМ

Сборник статей магистрантов
Магистранттарының мақалаларының жинағы
Collection of articles by Master Program students

Выпуск 6

Алматы, 2016

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COMPANY'S FINANCIAL GROWTH DEVELOPMENT STRATEGY

Key words: strategy, management, planning, financial analysis, financial resources.

Abstract

In order to improve the development of the financial strategy of any enterprise, regardless of the activities, necessary to carry out the financial analysis. Strategic management is based on the construction of strategies and appropriate analysis. The result of the strategic financial analysis is to model the potential financial situation of the organization, which will display the changes and exposure to the financial condition of the company by domestic and foreign financial environment, based on scientific principles and methods.

At the present stage of economic development strategic management is the main factor of growth of the enterprise; however, this is often possible to note the absence of the enterprises development directions for development and growth, which adversely affects competition.

Strategic Management at a particular point focuses on the actions of the organization in a given time interval in order to achieve the objectives assigned to the future in a changing internal and external environment.

Strategic management provides insight into the future of the company, whose actions are developed in the organization of today's time. At the strategic management as it is carried out opinion from the future into the present, defined and implemented actions of the organization at the moment, and does not form a plan of what the organization will need to do in the future. In contrast, when the management of non-strategic plan generated abstract action both in the present and in the future, under constant conditions, internal and external environment.

G. Mintzberg strategy divides four concepts:

1. Strategy as a plan. This term strategy implies a certain system, consisting of a sequence of actions. An example is the airline Lufthansa, which every year creates a rolling five-year development plan for the entire company and its main subsidiaries. The plan contains mandatory parameters, determining the level of efficiency of the units, as well as an additional plan that includes a list of specific measures aimed at achieving the identified indicators.

2. Strategy - position. This concept refers to the identification of the place the organization in the environment in comparison with its main competitors. As an example may serve the company Gazprom, which holds the key to how Russia's main natural gas fields and gas pipelines. This position allows the company to be out of competition for gas exports.

3. Strategy - trick. Under this concept refers to a set of actions aimed at minimizing the efforts of competitors through their distractions. Because of this strategy make it possible to be in a better competitive terms. An example is the company's announcement of a large-scale program of entering a new and promising market. The announcement is accompanied by a variety of presentations, conferences, symposia, etc. All this is done in order to force competitors to invest resources and efforts on the development of goods and services, in a word for all that can help win the «promising» markets. In fact, this maneuver aimed at strengthening the position of the existing or a completely different market.

4. Strategy - the principle of behavior. A striking example is the experience of Apple, which has long been a patriot of the principle of the uniqueness of the peripheral equipment. This principle means that you can work printers, scanners and other devices to computers only Macintosh [1, p.26].

It should be noted that a similar understanding of the strategy can be considered a strategic development as development and implementation of actions leading to the long-term improve the effectiveness of the company above the competition.

The well-known American expert on the management of industrial corporations and the author of books on strategic planning and management I. Ansoff sees the strategy means to achieve the objectives of establishing methods of finding common areas of growth, and strengthening the position of the company with a variety of information on alternatives to the behavior [2, p.38].

The strategy includes two components:

- Strategic thinking;
- Strategic planning.

Strategic thinking is used as a vision or a figurative representation of the company in the future, based on specific designs, the position in the system, activities, presentation of developments and business

systems.

Andre Baufre (Andre Beaufre) wrote in 1963: Strategic thinking is a mental process, both rational and abstract, which is able to study both material and philosophical categories, the manager controls the process should be able to gather information, analyze it and synthesize a wide variety of creative models of and which form a diagnosis. Diagnosis is really boils down to a choice between alternative courses of action. Variation depends on the availability of resources, the situation, the needs of customers and a host of other factors [3, p.44].

Available financial resources of the organization affect the choice of strategy, since any modification in the behavior of the organization (access to new markets, new product development will require large financial expenditures). In accordance with this organization with a large capital or the possibility to get them an easy way to have a better chance in choosing a strategy than an organization with very limited financial resources. As a result, the strategy is worthy of serious consideration as a management tool for any business. The main strategic objective of the financial activities of the organization - a growth of assets, for which you always work on the solvency and profitability of the enterprise, the optimal structure of assets and liabilities balance.

Problems of development of financial strategy of the company for a long-term financial management involved many experts and scholars in the field of financial management. At the present stage of development of market relations, given the importance of developing financial strategy, we studied the methodology of foresight of its directions and forms, adapting to the overall strategic goals of the organization and quickly changing conditions of internal and external financial environment.

Conceptual bases of the development model of the financial situation of the company are the principles of «corporate governance»:

- Definition of the development prospects of the company; competitiveness, profitability and growth;
- Financial aspects of the implementation of the overall strategy of the organization.

The most prominent representative of the approach based on an assessment of the position of the external and internal environment, is a professor IA Blank.

For strategic financial analysis is first necessary to determine its objects and the dominant direction. Recommended by Professor IA Blank classification of objects of strategic financial analysis in the context of the dominant areas of strategic financial development of the organization includes the following levels:

1. The ability to create financial resources of the enterprise.
2. The effectiveness of the distribution and use of financial resources of the enterprise.
3. Financial security organization.

4. The quality of financial management of the organization [1, p.110]. A special feature of the strategic financial analysis according to IA Blanca is that it is carried out by determining the historical and forecast values. For this professor defines special methods such analysis: SWOT - analysis, PEST - analysis, SNW - analysis, portfolio, scenario and expert analysis [4, p.113].

The analysis of factors internal and external environment should be applied SWOT - analysis, which allows the organization to identify opportunities and threats to its development. To include such a favorable opportunity to ensure that the increase in market value of the company in its strategic financial development, and to the threats - barriers to this growth [5, p.241].

PEST - Analysis focuses on the analysis of macro factors the following types:

P - policy and regulatory environment (political and legal environment), which have a special influence the forms and methods of state regulation of the financial market investments \$

E - economic environment, which studies economic growth, inflation, especially taxation of the organization;

S - socio-cultural environment, which is primarily concerned with the educational and cultural level of the population, the level of training in the field of financial management;

T - technology environment (technological environment), which calculated the impact of innovations in the field of technical controls of financial instruments.

During the PEST - analysis of the factors used to review the external funding environment indirect influence [5, p.245].

Professor AI Blank recommends to analyze the factors of the domestic financial environment is not only the SWOT - analysis, but the method of SNW - analysis. Unlike SWOT- analysis that examines the organization's position not only as a strong or weak, SNW- analysis to determine the neutral position.

SNW displays the character position of the organization of the studied factors:

S - Strong position [strength position];

N - Neutral position [neutral position];

W - Weak position [weakness position [5, p.254].

Neutral evaluation factors of the internal environment organization meet the average values of the industry. This position determines the strategic state enterprises as the minimum necessary. Evaluation is considered a neutral position of zero, other factors establishing the strengths and weaknesses of the

financial activities of the organization are assessed on a scale.

Methods SWOT - analysis and SNW - if necessary, supplemented by analysis methods of portfolio analysis (portfolio of receivables and payables, portfolio investment, financial risks, and others.), Scenario and expert policy analysis.

Comprehensive analysis of the strategic position of financial organizations on the proposed methodology of professor Blank is presented in tabular form, which marked the position of the organization: a strong, neutral and weak; its opportunities and threats, as well as the marked dominant sphere of strategic development of financial performance [4, p.119].

Determination of dominant areas - an important focus of the methodological approach of Blank, which allows you to identify the priority areas of financial management and to ensure the successful implementation of its main goal - to increase the market value of the organization in the long term.

Comprehensive analysis of the strategic position of the organization brings together the financial results of the evaluation of the financial environment of enterprise types. Such an analysis will:

- To clearly define the main features of the financial activity in the analyzed enterprise;
- Assess progress of financial management of the enterprise;
- To detect problematic aspects in the financial development of the organization, the system of its management;
- Objectively evaluate the possibility of impending financial development of the company, taking into account factors external and internal environment;
- Note the initial position of strategic financial initiatives of the enterprise.

Possible strategic directions of financial development organizations have given certain of its financial position presented in the form of a matrix of permissible courses of strategic financial development organizations [6, p.120].

With the help of visual presentation possible strategic courses of financial development is used to select the main financial strategy. According to Blank, the main financial strategy is the preferred general direction of the financial development of the company, affecting all the main aspects of its financial performance and financial relations, which provide the performance of its strategic financial objectives.

Proposed by Blank methodological approach includes a system forms the basic strategy in view of the dominant trends:

- Financial support for the strategy to take root growth - accelerated growth opportunities to create financial resources. The direction of this strategy to ensure high growth operations, the volume of production and sales, at which greatly enhanced the need for financial resources;
- The financial strategy of sustainable growth, the strategy of "limited growth". The aim of this strategy is to ensure effectiveness of the distribution and use of financial resources. This strategy is focused on balancing the parameters of the limited growth of operations and the required level of financial security of the enterprise;
- anticrisis financial strategy in the context of the corporate strategy of «reduction».

The purpose of anti-crisis strategy to generate the necessary level of financial security company. The implementation of anti-crisis strategy is to ensure the financial stabilization of the organization. It carried out in the process of overcoming the crisis of its operating activities, which is caused by the need to reduce the volume of production and sales, reducing individual production units [6, p.134].

Each of these strategies relates to the financial position and the model specifies the level type of financial policy (aggressive, moderate, conservative) as a form of implementation of the financial strategy of the organization of the most important aspects of the financial activities that are implemented by a specific set of strategic financial alternatives [6, p.136].

Blank identifies several acceptable methods of analysis and selection of financing alternatives: Scenario, sensitivity analysis, the construction of a decision tree, linear programming, and expert assessments. As the selection criteria may include the following indicators:

- Net cash flow;
- Growth rate of growth;
- Cost-effective equity;
- Financial risk.

The indisputable advantage of the methodology of Blank is setting parameters for assessing financial strategies that will allow us to determine whether the financial strategy to achieve the objectives in a changing financial environment external factors [7, p.141].

These parameters include the following characteristics:

- Compliance with the financial strategy with a base of corporate strategy;
- Compliance with the financial strategy to changes in the external financial environment and internal capabilities of the enterprise;
- The feasibility of a financial strategy;
- Acceptable level of risks associated with the implementation of a financial strategy;
- The economic impact of the financial strategy;

- Non-economic performance (growth of goodwill, increased manageability, etc.).

Thus, the analysis of the methodological approach the development of the financial strategy of the organization, proposed by Blank, a systematic, conceptual harmony, integrity, scientific and methodological validity and consistency.

The advantages of this approach is systematic, conceptual and scientific integrity, validity and consistency, availability parameters assess the impact of the financial strategy.

This methodological approach include: universality, in which it is impossible to take into account the stage of the life cycle of the organization, the scope of its activities.

Other methodological approaches of scientists in the field of the theory of finance and financial management takes into account some of these limitations, so we can assume further research on this topic.

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