УДК 657.338

STRATEGIC MANAGEMENT ACCOUNTING

Shurpenkova R.,
Ph. D. in Economics, Associate Professor,
Associate Professor of the Department of Accounting and Taxation
of the Lviv Educational-Scientific Institute of SHEI «Banking University»
e-mail: ruslana.shurpenkova@gmail.com; ORCID ID: 0000-0002-8825-2389

Sarahman O.,
Ph. D. in Economics, Associate Professor,
Associate Professor of the Department of Accounting and Taxation
of the Lviv Educational-Scientific Institute of SHEI «Banking University»
e-mail: sarahman88@ukr.net; ORCID ID: 0000-0002-8793-592X

Kalaitan T.,
Ph. D. in Economics, Associate Professor,
Associate Professor of the Department of Audit, Analysis and Taxation
of the Lviv Educational-Scientific University of Trade and Economics
e-mail: kalaitantv@gmail.com; ORCID ID: 0000-0003-4774-4990

Abstract. The article examines the impact of strategic management decisions on an entity's activities. Emphasis is placed on the formation of a business entity management system in a competitive environment. The role of decision-making information in each of the five interrelated processes of enterprise strategy development is defined, namely: defining the mission and setting strategic goals; analysis of the strategic position of the enterprise; formulating a strategy to achieve the defined goals and results of the activity; reviewing the strategic plan for compliance and quality; mine strategic plan or methods of its implementation. The functions, methods and systems of strategic management accounting are investigated.

Keywords: management accounting, strategic management accounting, strategic accounting functions, strategic accounting method, SWOT analysis.

Formulas: 0; fig.: 3; tabl.: 1; bibl.: 9.

JEL Classification M41

СТРАТЕГІЧНИЙ УПРАВЛІНСЬКИЙ ОБЛІК

Шурпенкова Руслана Казимирівна,
кандидат економічних наук, доцент,
доцент кафедри обліку і аудиту
Львівського навчально-наукового інституту
ДВНЗ «Університет банківської справи»
e-mail: ruslana.shurpenkova@gmail.com; ORCID ID: 0000-0002-8825-2389

Сарахман Оксана Миколаївна,
кандидат економічних наук, доцент,
доцент кафедри обліку і аудиту
Львівського навчально-наукового інституту
ДВНЗ «Університет банківської справи»
e-mail: sarahman88@ukr.net; ORCID ID: 0000-0002-8793-592X

Калайтан Тетяна Вікторівна,
кандидат економічних наук, доцент,
доцент кафедри аудиту, аналізу та оподаткування
Львівського торговельно-економічного університету
e-mail: kalaitantv@gmail.com; ORCID ID: 0000-0003-4774-4990

Анотація. Досліджено вплив стратегічних управлінських рішень на діяльність суб'єкта господарювання. Зазначено, що стратегічний управлінський облік — це інформаційна підтримка управління, яка полягає в наданні керівникам підприємств усієї інформації, потрібної для управління та контролю розвитку підприємства на користь його власників та інших зацікавлених сторін. Наголошено, що стратегічний облік управління повинен вестись за ретельно розробленою і перевіреною методологією відповідно до поставленої мети. Акцентовано увагу на формуванні системи управління суб'єктом господарювання в конкурентному середовищі. Визначено роль як інформаційного підґрунтя ухвалення рішень у кожному з п'яти взаємопов'язаних процесів розроблення стратегії підприємства, а саме: визначення місії та постановка стратегічних цілей; аналіз стратегічного положення підприємства; формулювання стратегії для досягнення визначених цілей і результатів діяльності; перевірка стратегічного плану на відповідність та якість; зміна стратегічного плану або методів його реалізації. Підкреслено, що описаний підхід майже повністю повторює процес розроблення стратегії. Зазначено, що якість стратегії підприємства залежить від якості та обсягу інформації для ухвалення рішень і кваліфікації розробників стратегії. Відмічено, що хоча управління ресурсами впливає на формулювання стратегії, воно не визначає її якості, оскільки саме кваліфікація розробників стратегії визначає їхню здатність використовувати її для досягнення поставлених цілей, як великих, так і малих. Обгрунтовано, що розроблена система обліку стратегічного управління повинна бути не лише достатньо гнучкою для адаптації до основних змін, а й мати можливість завчасно визначити можливі наслідки цих змін.

Ключові слова: управлінський облік, стратегічний управлінський облік, функції стратегічного обліку, метод стратегічного обліку, SWOT-аналіз.

Формул: 0; рис.: 3; табл.: 1; бібл.: 9.

СТРАТЕГИЧЕСКИЙ УПРАВЛЕНЧЕСКИЙ УЧЕТ

Шурпенкова Руслана Казимировна,
кандидат экономических наук, доцент,
доцент кафедры учета и аудита
Львовского образовательно-научного института
ГВУЗ «Университет банковского дела»
e-mail: ruslana.shurpenkova@gmail.com; ORCID ID: 0000-0002-8825-2389

Сарахман Оксана Николаевна,
кандидат экономических наук, доцент,
доцент кафедры учета и аудита
Львовского образовательно-научного института
ГВУЗ «Университет банковского дела»
e-mail: sarahman88@ukr.net; ORCID ID: 0000-0002-8793-592X

Калайтан Татьяна Викторовна,
кандидат экономических наук, доцент,
доцент кафедры аудита, анализа и налогообложения
Львовского торгово-экономического университета
e-mail: kalaitantv@gmail.com; ORCID ID: 0000-0003-4774-4990

Аннотация. Исследовано влияние управленческих решений на деятельность предприятия. Акцентировано внимание на формировании системы управления хозяйствующим субъектом в конкурентной среде. Определена роль как информационного основания принятия решений в каждом из пяти взаимосвязанных процессов разработки стратегии предприятия, а именно: определение миссии и постановка стратегических целей; анализ стратегического положения предприятия; формулирования стратегии для достижения определенных целей и результатов деятельности; проверка стратегического плана на соответствие и качество; изменение стратегического плана или методов его реализации. Исследовано функции, методы и системы стратегического управленческого учета.

Ключевые слова: управленческий учет, стратегический управленческий учет, функции стратегического учета, метод стратегического учета, SWOT-анализ.

Формул: 0; рис.: 3; табл.: 1; библ.: 9.

Introduction. The essence of strategic management accounting is revealed in the article on the basis of analysis of researches of domestic and foreign authors. Its role is defined as an informational basis for decision making in each of the five interrelated processes of enterprise strategy development, namely: defining the mission and setting the strategic goals; analysis of the strategic position of the enterprise; formulating a strategy to achieve the defined goals and results of the activity; reviewing the strategic plan for compliance and quality; change of strategic plan or methods of its implementation. An algorithm and a set of criteria for evaluating the enterprise strategy are proposed [1].

If the management accounting of the twentieth century. focused only on internal management, strategic management accounting, using external and internal information, not only provides the needs of production, marketing, research and development, but also provides analysis of activities against long-term goals, uses methods of obtaining information about the success factors: quality, innovations, time, etc. to optimize enterprise development strategy [2].

Research analysis and assignment. According to the conditions of sustainable development, there was a need for a grounded approach to the development and implementation of a strategy of enterprise development, the formation of an information base for the adoption of the optimal competitive strategy of the enterprise in the market, taking into account the impact of changes in the environment and making strategic management decisions — strategic management accounting.

When developing a strategic management accounting system in business, it is important to achieve the key success factors:

- management decision support;
- ensuring the process of information transfer;
- determining the types of decisions (operational, strategic) [3].

The main tasks when writing an article are: to master the essence of strategic management accounting; to study the tools of strategic management accounting; to acquire the ability to solve managerial problems to develop a strategy for enterprise development; to know the distinctive features of strategic management accounting, its functions and objectives [3].

Successful management of an enterprise can be carried out only on condition that the information necessary for analysis of situations, decision-making and control over their execution is obtained. Lack of necessary information can lead to wrong strategic and tactical decisions being made by company executives and managers. All this indicates that today there is an objective need to improve information management of the enterprise. The influence of environmental factors on the activity of the enterprise also determines the formation of features of operational management at the production level: by type of products, by responsibility centers, etc.

Strategic management has become especially important in the activity of Ukrainian enterprises over the last decade, when active European integration processes in the country's economy began. However, practical experience of Ukrainian enterprises shows that a large number of enterprises do not form long-term strategic plans, and this is one of the main causes of financial difficulties and even bankruptcy of these enterprises. Strategic management of business activities of enterprises should be based on the management of its main activities, covering the main functions and objects of management. Finding ways to reduce the costs of business entities and the cost of products (goods, services) should first of all be considered as an important factor in increasing their profitability, ensuring the stability of their development in a market environment. The rational use of economic resources, cost optimization are important reserves for ensuring the growth of economic efficiency.

A prerequisite for ensuring the efficiency and effectiveness of business entities is the economic justification for the rational use of all types of resources, which makes it advisable to create a unified system of cost management, which should include the following:

- ensuring the production of competitive products on the basis of cost and cost optimization;
- availability of prompt, adequate, qualitative information on the cost of certain types of products;
- the ability to use flexible pricing;
- providing objective data for drawing up the plan;
- the ability to evaluate the performance of each unit from a financial point of view;
- increasing the validity of management decisions, etc.

The growing role of management systems research is determined by the development of the following trends in the activities of economic entities:

• integration of development, marketing, management and control functions into their activities;

• complication of the technical and organizational environment as a system set of methods and technical means of management [2].

Research results. As you know, management accounting is a system of processing and preparation of information for internal users in the process of enterprise management. Traditionally, management accounting has had an internal focus, both on the users of its information and on the information itself, which has largely been based almost exclusively on the internal activities of the organization.At the same time, management and control over the development of the company requires information about what is happening outside the company and what is the potential impact of environmental factors on the implementation of the competitive strategy chosen by the company. Conversely, an effective real-world strategic management accounting system is designed to assess the critical success factors of an enterprise, analyze its competitors, and understand their possible alternative strategies to help the company determine its own market strategy.

Strategic management accounting is management information support, which is to provide enterprise managers with all the information necessary to manage and control the development of the enterprise for the benefit of its owners and other interested partner groups (creditors, customers, suppliers, staff, government and society).

Actually, conditional management accounting can be divided into operational management accounting and strategic management accounting.

Table shows the characteristics and the difference between operational and strategic management accounting.

Table

Characteristic features of operational and strategic management accounting

Comparison indicators	Types of management accounting	
	Operative	**Strategic**
The purpose of accounting	Assistance to the management apparatus in planning, control, preparation of current management decisions	Assistance in achieving the strategic goals of the enterprise in the interests of its owners, shareholders, meeting the needs of customers and other participants in the business process (strategic management decisions)
Orientation	Internal processes and phenomena of the enterprise	Analysis of the external business environment (profitability of competitors, market position, etc.)
The main tasks	Providing impartial information necessary for making management decisions by appropriate management units of the enterprise	
	- information support for the evaluation and analysis of the activity of individual segments of the enterprise; - information support and reporting of deviations and their interpretation by individual segments; - analysis of alternative management decisions; - informing on the possible consequences of certain actions; - recommendations for choosing the best solution, etc.	-providing information on the implementation of the adopted strategy; - analysis of the effect of change of strategy, evaluation of the effectiveness of such changes; - analysis of competitors' profitability; - customer profitability analysis; - evaluation of strategic decisions regarding their impact on shareholder value; - information support for the analysis of own potential, market position; - information support for the evaluation of key success factors (balanced scorecard); - reconciling (evaluating) performance with strategic goals (providing feedback), etc.
Sources	Accounting (financial), production (operational), statistical, tax accounting, extra-accounting data (ie inside information)	Insider information and external information (e.g., competitor data — annual published reports, official statistics, own practical observations, other unofficial sources)
Cost objects	Products, works, services, clients, activity, etc.	Stages of the value chain (Supply Resources — Production — Product Promotion — Profit)
Purposefulness of cost analysis	Cost analysis based on specific management needs (calculation of internal costs)	Cost analysis depending on the strategy adopted (costing the entire economic process — the economic chain)
Accounting Areas (Costing and Cost Analysis Approaches)	full cost method; direct-bone method; normative method; standard method; costing on orders; process calculations; activity dased costing; accounting by responsibility centers; cost-volume-profit analysis (flexibility analysis) and more.	backflow calculation (under the influence of the system «just in time»); life cycle calculation; targeted costing; costing for continuous improvement; accounting and analysis of costs for product quality; performance accounting; value chain analysis; cost and income analysis of competitors; etc.

Source: [4].

Thus, modern management accounting is transformed into strategic management accounting, the main purpose of which is to assist the management apparatus in achieving the strategic goals of the company.

The main task of strategic accounting is to model the activity of enterprises based on the achieved and expected indicators and to develop the main parameters of the activity for the long term.

The main objectives of strategic accounting should be: analysis of the business environment; identifying trends in the external and internal environment of the enterprise; identifying strengths and weaknesses of the enterprise and threats and new business opportunities; identifying problems and analyzing them; formulation of an entity's business strategy; determination of the strategic goal, tactical goals and current tasks of the enterprise; developing a system of strategic plans indicators;definition of critical indicators of strategic plans;identifying bottlenecks and finding weaknesses in management decisions;identifying key benchmarks in line with strategic goals;comparison of planned and actual values of the controlled indicators in order to identify the causes and consequences of these deviations; analysis of the impact of deviations on the implementation of strategic plans;control of the entity's liabilities, cash and material flows;audit of the effectiveness of management decisions;change of strategy and adjustment of plans of the enterprise [4].

The function of strategic management accounting is not limited only by its external orientation, but the purpose of the article is to disclose, despite determining the essence of strategic management accounting, its role as an information support of the competitive strategy of the enterprise [5].

Functions of strategic accounting: analysis, planning, organization, control, regulation (*Fig. 1*).

Let's take a closer look at each of the features:

The analytical function of strategic accounting is to form an information base for the process of interpretation by the managers of internal reports of the enterprise and external sources in order to identify the opportunities and threats of the macro environment of the enterprise, as well as the strengths and weaknesses of its microenvironment.

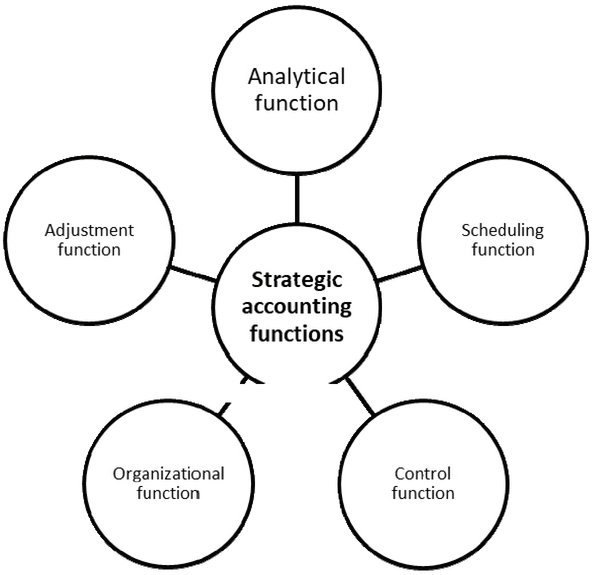

Fig. 1. Strategic Accounting Functions
Source: compiled by authors

The planning function involves the development of budgets, forecast balances and a special system of indicators, according to which the process of implementation of the chosen strategy of the enterprise will be monitored.

The control function involves monitoring the implementation of budgets, as well as completeness of achievement of strategic goals of the enterprise by evaluating the relevant indicators.

The organizational function is to form a rational document flow between departments of the enterprise, which will provide prompt receipt of the necessary information at all levels of management.

Regulation involves the formation of an information base for management decisions in case of need to adjust the previously chosen strategy of the enterprise [4].

The business entity management system must meet the current market conditions:

- to have a high flexibility of production, which would allow to quickly change the range of products (services). This is due to the fact that the life cycle of products (services) becomes shorter, and the variety of products and the volume of production of one-time batches — more;
- to be adequate to sophisticated production technology that requires completely new forms of control, organization and division of labor;
- to take into account the serious competition in the market of goods (services), which radically changes the attitude to the quality of products, requires the organization of after-sales services and additional company services;
- to take into account the requirements for the quality of customer service and the timing of contracts that have become too high for traditional production systems and management decision-making mechanisms;
- to take into account changes in the structure of production costs;
- to take into account the need for environmental uncertainty.

A special role here is played by the study of control systems. This problem has always been urgent, but until recently, it has been largely solved within mathematical disciplines such as probability theory, mathematical statistics, logic, set theory, and so on.

The management system as a research object has the following features:it consists of many (at least two) elements arranged hierarchically; elements of systems (subsystems) are interconnected through direct and feedback.

The components of the strategic management system include: a multifaceted management process that helps formulate and execute effective strategies to achieve the goals set that enhance the competitiveness of the entity;forms, methods, models and techniques used by the organization to define and implement goals and strategies to ensure the enterprise adapts to the impact of environmental changes; implementation of the concept, which combines targeted and integrated approaches to the activity of the enterprise, which allows to set development goals, compare them with the available capabilities of the enterprise and bring them into line with the accounts of the development and implementation of the strategy system [5].

Competition strategies can be described as a plan of concrete actions aimed at creating sustainable competitive advantages in the market of certain products or other specific market for solving a specific task. Therefore, competing strategies determine the product and market action plans needed to fulfill the organization's most specific (that is, at the lower organizational level) tasks.

It is clear that companies use some of the techniques of management accounting, depending on what strategic position they occupy. The process of defining a competitive strategy for a particular company should begin with a strategic analysis of the situation and identifying key success factors. Key success factors are operational factors such as quality, time, cost savings, customer service, product performance, which contribute to the long-term profitability of the organization. SWOT analysis is used to determine the key success factors [2] (*Fig. 2*).

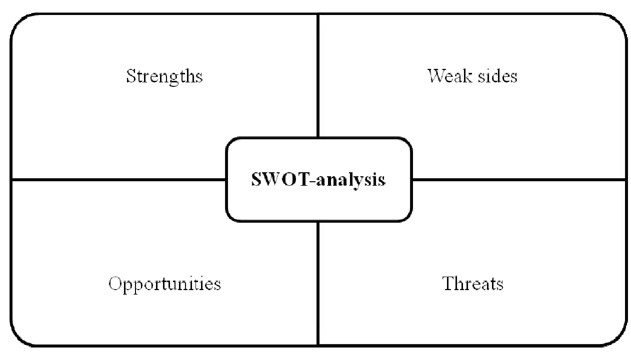

Fig. 2. SWOT analysis
Source: compiled by authors.

SWOT analysis is a systematic analysis of the company's internal strengths and weaknesses to identify key success factors. SWOT analysis can be applied to different objects, divisions, products, competitors. The results of such an analysis are sometimes summarized as a matrix, the left side of which reflects the positive features of the object of analysis, and the right side — the negative features.

There are four important aspects of a company's SWOT analysis: financial position; competitiveness; market position; environmental factors [6].

The strategies chosen should be based on the strengths of the organization while facilitating their development in order to minimize the impact of potential external threats. At the same time, the identified external opportunities should be used to reduce the impact of weaknesses, which will help the organization to waste time and improve its activities in the right ways.

Strategic decisions made in a particular organization can vary greatly depending on what tasks the organization faces and the level at which those decisions are made. The strategic management accounting system should be designed to provide the organization with information that satisfies these specific conditions of strategic decision making, and the conditions themselves may change as the strategy changes due to changes in the environment. The choice of strategy depends on the stage of the product life cycle. Therefore, the strategic management accounting system must adapt to changes in the priorities of the business strategy as the latter develops.

Strategic management accounting systems are a tool that facilitates decision making. However, when implementing strategic management accounting at an enterprise, account should be taken of the potential misunderstanding between accounting employees and less financial-oriented decision-makers (eg, top marketing executives).

This system should be a means of transferring the necessary financial information to such executives. The phrase «relevant information to the right manager at the right time» is especially apt when it comes to strategic decisions. Therefore, the strategic management accounting system should identify potential problematic solutions that require appropriate financial information.

If a strategic management accounting system is designed to support the decision-making process, it is important that it receives the information needed by those responsible for strategic decisions. It follows that the accounting system should produce information, not «raw» financial data that needs further processing. Such processing may unduly delay decision making. And if it is carried out by incompetent employees, it may lead to incorrect conclusions about the ultimate strategic decisions and potentially catastrophic consequences.

It is equally important for the strategic management accounting system to provide information in a form that is understandable and convenient for decision makers.

Today, it is still common practice for internal financial statements to be prepared in the form developed by accountants for accountants. In other words, often nothing is done to make the financial information readable, even in cases where executives lack financial training or sufficient financial data experience. In this case, it is more difficult for non-finance managers to make the best decision based on the information provided. In addition, this can be seen as a way for financial managers to strengthen and expand their influence in the organization by showing their irreplaceability in the decision-making process (since no one else will be able to understand and interpret such financial information). Therefore, eliminating the risk of misunderstanding on the part of management and reducing the time it takes to absorb information before making a decision are important elements in developing the financial information disclosure form. In addition, these financial indicators must meet the requirements of specific business strategies.

This, of course, requires periodic changes in indicators, and an important feature of a good strategic accounting system is determining when such a change should occur. Such changes may prove to be quite useful early warning signals that strategies need adjusting in response to the evolution of the business environment.

Failure to respond quickly and adequately can be very costly and is often caused by the absence of sufficiently clear signals from the internal accounting system. It is also important that strategic management accounting indicators are not exclusively financial, and that the latter, in turn, are properly integrated into specific competitive strategies. These specially selected financial indicators must be different: some are used to evaluate the economic efficiency of the company, others — to evaluate the financial performance of managers.

Strategic decisions are to choose the option that will maximize the economic benefits of the company, even if the best choice is only a minor loss compared to other alternatives. The choice of maximum economic benefit can be made only in the context of the strategic goals and objectives of the company and in relation to the current business environment. After agreeing goals and objectives, this environment can change significantly, and they may lose relevance or become unattainable [7].

Another important aspect of research is strategic accounting methods. The strategic accounting method is a set of its elements, by means of which the information about strategic accounting objects is collected, processed and displayed. There are the following groups of strategic accounting methods: *(Fig. 3)* general scientific your own.

General scientific methods of strategic accounting are based on the principles and categories of general scientific theory of knowledge and are applied in the vast majority of branches of knowledge. Directly in the practice of strategic accounting are common scientific methods such as analysis, synthesis and concretization.

Analysis — a method of exploring strategic accounting objects by imagining them individually into components, separate elements and evaluating them individually within a single unit (for example, using a strategic accounting tool like ABC, using this method to determine the cost pool for each activity of the enterprise within its sole financial and economic activity) [8, p. 96—99].

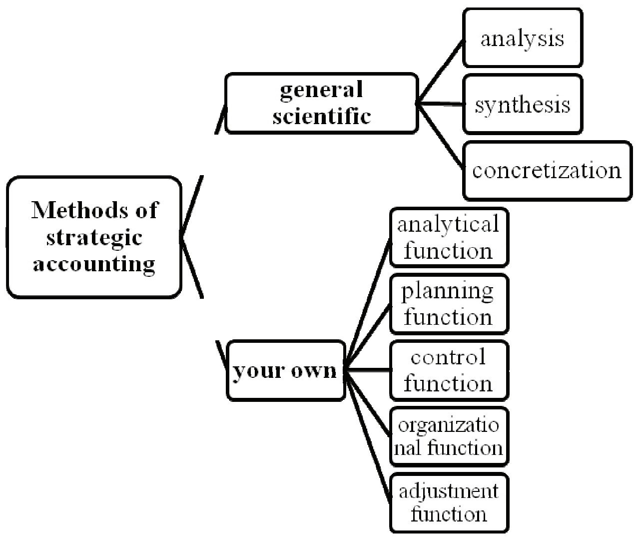

Fig. 3. Classification of strategic accounting methods
Source: compiled by authors.

Synthesis is a method of studying strategic accounting objects in their integrity, unity and interconnection of its individual components by combining into a single whole disparate information about the strategic accounting object under study (for example, when using such a tool as SWOT analysis, this method is used in a comprehensive assessment of the situation that has an impact on the enterprise by exploring its capabilities, threats, as well as strengths and weaknesses).

Specification, in turn, is a method of researching the object of strategic accounting under the specific conditions (circumstances) of its existence, occurrence (for example, when using the strategic accounting tool called «exactly in time», the number of materials, components and semi-finished products that should be received is calculated to a specific place at a specific time).

Another group of methods used in the practice of strategic accounting are proprietary methods that involve the use of methods of statistics, econometrics, economic analysis and other sciences. In addition, a number of accounting methods are also appropriate for his own methods. It is advisable to systematize our own strategic accounting methods based on the strategic accounting functions we have already considered. Namely, the functions of analysis, planning, organization, control and regulation.

Consider our own methods of implementing each function in more detail.

Analytical function. The implementation of this function is provided by methods of economic analysis, decision theory, as well as mathematical, statistical, econometric and heuristic methods. The above methods are ways of identifying patterns and trends of economic processes of economic activity both at the enterprise and in its business environment, which in the future allows to choose the most acceptable options for management decisions. For example, when using such a strategic accounting tool as SWOT analysis, heuristic methods are widely used to identify and evaluate internal and external factors that contribute to or impede the achievement of the purpose of the enterprise.

Scheduling function. To implement this function, such methods as: balance, regulatory and costing. Consider each of these methods in more detail. Therefore, the balance method is a reciprocal relationship between the available and foreseeable resources of the enterprise and the need for them within the planning period. The essence of the regulatory method is to set planned tasks for a certain period based on the cost rates of various resources per unit of output produced by the enterprise. Costing, in turn, is the calculation of the cost of manufacturing, performing, or providing services by measuring and allocating costs that are attributable to a particular costing entity. The methods listed above help to implement such an important strategic accounting tool as budgeting, since only when budgeting is used and adopted.

Control function. The implementation of this function is ensured by the method of detection of deviations, which involves the identification of discrepancies between the actual data and the planned ones for the purpose of timely decision-making regarding their elimination. This method also facilitates the implementation of such a strategic accounting tool as budgeting.

Organizational function. The main method that facilitates the implementation of this function is regulation, which is the approval of accounting policies, internal corporate standards and other internal provisions of certain rules for the collection and accumulation of necessary information and its transmission to specific internal consumers.

Adjustment function. This function is accomplished through methods such as documentation and accounting. The method of documentation involves the primary observation and reflection of all business transactions in the relevant primary accounting documents. The method of accounting creates a system of interrelated economic indicators of the enterprise's business activity for the reporting period in a particular document.

It should be noted that methods such as regulation, documentation and accounting are indirectly involved in ensuring that all strategic accounting tools are implemented as they allow the formation of an appropriate information base for their application [5].

Strategic management aims to formulate strategies focused on external factors of float. Therefore, strategic management accounting is focused on external factors. The first direction of impact on the future is oriented to the analysis of the effect of the change of strategy, the evaluation of the effectiveness of such changes. The analysis is carried out on three aspects: growth, price, productivity (cost). It is performed by factor analysis methods: chain substitutions, difference calculations, etc. [9, p. 248—253]

Another important area of strategic management accounting is to analyze the profitability of competitors in order to assess the effects of a possible decrease (increase) in the price of goods for the enterprise. Of particular importance for management is the determination of the ratio of the amount of variable and fixed costs of a competitor, operating leverage.

Another area of work of the manager is the analysis of the profitability of the customer (APZ) in order to attract them to continuous cooperation. This analysis makes it possible to determine the level of profitability of working with individual customers by comparing costs and total revenues.

The most important problem of strategic management accounting is the determination of shareholder value. The main indicator of equity investment is NPV (net discounted value). NPV takes into account: the length of the stock's life; cost of capital and risk; does not depend on the accounting policy chosen. It is defined as the most objective criterion for estimating shareholder value.

Free cash flows are determined on the basis of the cash statement, the statement of comprehensive income and the statement of financial position of the enterprise. Therefore, the factors of shareholder value are: sale, profitability of sales, tax rates, additional investments in non-current assets.

The most important indicator of strategic management accounting is the Economic Value Added (EVA) calculation method, developed and registered by the US firm Stern Stewart under the EVA name. The EVA method reflects the excess of the revenue generated by an enterprise on the profit margin required by investors. If the EVA is positive, we can talk about the increase in shareholder value. EVA and AAV methods give equal value to shareholder value.

Characterized indicators of the evaluation of the activity of the enterprise belong to the group of financial, but it is necessary to take into account and not less important - not financial, which also significantly influence the estimation of the total value of the entity.

The overall assessment of economic activity should be based on a logic of alternative costs, which shows what alternative income can be obtained at a similar level of overall risk.

The main purpose of evaluating management activities is not only to create motivation for managers to achieve the goals and objectives of the group, but also to identify good managers. Decent management personnel should receive recognition - then the company will be able to retain them and direct to the most promising areas of work in the group. Often, this means transferring such managers to some of the least profitable industries where they hope to be able to do the opposite. If this task proves to be impossible for even a good team of managers, then the optimal economic solution would be to get out of this area of business. And it means eliminating the employees in it, because they can join a new business.

Appropriate indicators of managerial work should be introduced into the strategic management accounting system, otherwise the most competent executives will seek only those areas of business that bring maximum economic impact, which does not contribute to the optimal use of managerial staff.

It follows that management performance indicators should not be purely financial in nature, and financial performance indicators should be profit- or profit-oriented only. The financial elements should be carefully integrated into the main strategic tasks of the business, and since these will change over time, so should the management performance.

Developing a strategic management accounting system that is able to respond quickly to the need to make specific, one-off strategic decisions requires the active participation of decision-makers themselves. Only they know the types of probable future decisions and, more importantly, those alternative strategies that should be considered for each of them.

Because financial managers are required to provide the information they need under any of the options, developing a strategic management accounting system should be a collective matter. The participation of strategic decision makers in this process implies the appropriate level at which the strategy will be chosen and the time span of its implementation. A well-designed strategic management accounting system should not only be flexible enough to adapt to major changes, but also be able to identify in advance the possible consequences of these changes. This will be helped by the introduction of sensitivity analysis into strategic planning and financial control, as well as the use of computer simulation.

Conclusions. Thus, strategic management accounting is management information support, which is to provide enterprise managers with all the information necessary to manage and control the development of the enterprise for the benefit of its owners and other stakeholders. Strategic management accounting should be carried out by a carefully worked out and tested methodology, otherwise, most likely, it will not allow to answer the questions for which it is performed.

In general, the described approach almost completely repeats the process of strategy development. The quality of the enterprise strategy depends on the quality and volume of information for decision-making and qualification of strategy developers. Although resource management influences the formulation of a strategy, it does not determine its quality, because it is the qualification of strategy developers that determines their ability to use it to achieve the set goals, both large and small.

Список використаної літератури

1. Воронова М. О. Стратегічний облік об'єктів права інтелектуальної власності / М. О. Воронова // Наукові записки. Економіка : зб. наук. пр. — Острог : Вид-во Національного університету «Острозька академія», 2012. — Вип. 20. — С. 224—228.

2. Шевчук Р. В. Стратегічний управлінський облік як система інформаційної підтримки конкурентної стратегії підприємства [Електронний ресурс] / Р. В. Шевчук. — 2012. — Режим доступу : http://ena.lp.edu.ua:8080/bitstream/ntb/12559/1/55_281-285_Vis_722.
3. Приймак В. М. Прийняття управлінських рішень : навч. посібник / В. М. Приймак. — Київ : Вид-во «Атіка», 2008. — 240 с.
4. Основи стратегічного обліку [Електронний ресурс]. — Режим доступу : https://studfile.net/preview/5285082.
5. Шайкан А. В. Бухгалтерський облік з метою стратегічного управління — сьогодення і перспективи / А. В. Шайкан // Збірник наукових праць Інституту світової економіки і міжнародних відносин. — 2007. — № 54. — С. 127—133.
6. Мізюк Б. М. Стратегічне управління : підручник / Б. М. Мізюк. — Вид. 2-ге, перероб. і доповн. — Львів : Вид-во «Магнолія плюс», 2006. — 392 с.
7. Управлінський облік у системі стратегічного менеджменту [Електронний ресурс] — Режим доступу : https://pidruchniki.com/1102112253314.
8. Шурпенкова Р. К. Стратегічний аналіз як складова процесу управління підприємством / Р. К. Шурпенкова // Соціально-економічні проблеми сучасного періоду України : зб. наук. пр. / НАН України. Інститут регіональних досліджень. — Львів, 2015. — Вип. 2 (112). — С. 96—99.
9. Шурпенкова Р. К. Формирование стратегии управления эффективностью деятельности предприятия [Электронный ресурс] / Р. К. Шурпенкова, В. С. Рудницкий // Инновационная экономика в условиях глобализации: современные тенденции и перспективы : материалы Междунар. науч.-практ. конф., г. Минск, 16—17 апр. 2015 г. ; редкол. : Ю. Ю. Королев (гл. ред.) и [др.]. — Минск : Междунар. ун-т «МИТСО», 2015. — 1 электрон. опт. диск. — С. 248—253.

References

1. Voronova, M. O. (2012). Stratehichnyi oblik obiektiv prava intelektualnoi vlasnosti [Strategic accounting of intellectual property rights]. *Naukovi zapysky. Ekonomika — Scientific notes. Economics, 20*, 224—228. Ostroh: Vydavnytstvo Natsionalnoho universytetu «Ostrozka akademiia» [in Ukrainian].
2. Shevchuk, R. V. (2012). *Stratehichnyi upravlinskyi oblik yak systema informatsiinoi pidtrymky konkurentnoi stratehii pidpryiemstva [Strategic management accounting as a system of information support of competitive strategy of the enterprise]*. Retrieved from http://ena.lp.edu.ua:8080/bitstream/ntb/12559/1/55_281-285_Vis_722 [in Ukrainian].
3. Pryimak, V. M. (2008). *Pryiniattia upravlinskykh rishen [Adoption of management decisions]*. Kyiv: «Atika» [in Ukrainian].
4. Osnovy stratehichnoho obliku [Fundamentals of strategic accounting]. (n. d.). *studfile.net*. Retrieved from https://studfile.net/preview/5285082.
5. Shaikan, A. V. (2007). Bukhhalterskyi oblik z metoiu stratehichnoho upravlinnia — sohodennia i perspektyvy [Accounting for strategic management — present and future]. *Zbirnyk naukovykh prats Instytutu svitovoi ekonomiky i mizhnarodnykh vidnosyn — Collection of scientific works of the Institute of World Economy and International Relations, 54*, 127—133 [in Ukrainian].
6. Miziuk, B. M. (2006). *Stratehichne upravlinnia [Strategic Management]*. Lviv: Mahnoliia plius [in Ukrainian].
7. Upravlinskyi oblik u systemi stratehichnoho menedzhmentu [Management accounting in the system of strategic management]. (n. d.). *pidruchniki.com*. Retrieved from https://pidruchniki.com/1102112253314 [in Ukrainian].
8. Shurpenkova, R. K. (2015). Stratehichnyi analiz yak skladova protsesu upravlinnia pidpryiemstvom [Strategic analysis as a component of the enterprise management process]. *Sotsialno-ekonomichni problemy suchasnoho periodu Ukrainy — Socio-economic problems of the modern period of Ukraine, 2*, 96—99. Lviv: Instytut rehionalnykh doslidzhen NAN Ukrainy [in Ukrainian].
9. Shurpenkova, R. K., & Rudnickij, V. S. (2015). Formirovanie strategii upravleniya effektivnost'yu deyatel'nosti predpriyatiya [Formation of an enterprise performance management strategy]. *Innovacionnaya ekonomika v usloviyah globalizacii: sovremennye tendencii i perspektivy: materialy Mezhdunar. nauch.-prakt. konf., g. Minsk, 16—17 apr. 2015 g. — Innovative economy in the context of globalization: current trends and prospects: scientific-practical conf., Minsk, April 16—17. 2015 year* (pp. 248—253). Yu. Yu. Korolev (Ed.). Minsk: Mezhdunar. un-t «MITSO» [in Russian].