

STRATEGIC ACCOUNTING AND ANALYSIS IN THE MANAGEMENT OF THE ENTERPRISE

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Introduction. Successful and promising implementation of strategic management in the enterprise can significantly reduce surroundings uncertainty, increase the ability to withstand negative factors, ensure competitive advantages, to form a positive image. That is why the issues related to the quality of accounting and analytical support of this process at the enterprise are becoming especially relevant. The importance of analysis and justification of the strategy of its development is growing. Strategic decisions determine the vector of enterprise development's general direction, efficiency, and viability in different conditions. The emergence of modern concepts in accounting, focused on making strategic management decisions, research to improve accounting information, the need to systematize accounting and analytical support of strategic management, the presence of various problems in the organization and methodology, the practical need to address them indicate the relevance and importance of research.

Management of the enterprise is a different and complex process. A strategic approach to management plays a key role in understanding the importance of credentials for management decisions. Providing the decision-making process with information determines not only the quality of decisions but also the efficiency of the enterprise. The formed information base is used to determine the basic principles of the organization of enterprises.

Literature review. Management accounting faced significant challenges in the late 1980s due to changes and the complexity of the environment. The rapid development of technologies and their use in operations and the use of personal computers in information processing (Ashton et al., 1995) have left the tools of such accounting obsolete in meeting the information needs of management. This fostered the revolution of MAC in 1980s (Kaplan, 1984; Johnson and Kaplan, 1987). [1]. According to (Kaplan and Norton 2004), the formulation and implementation of strategies are interdependent, and that the role of specialists at different levels of the company is to work actively to maintain the viability of their organization [2]. As a result of his research, he argues that accounting has proved useful, but at the same time has a number of shortcomings that do not take into account the contexts of strategic thinking (P. Aaltola, 2019) [3]. Today there are many descriptions of the sequence of individual stages of strategic management (some quite detailed, others - very generalized), but with the need to define the mission (scope), analyze the external and internal environment, formulate goals and strategies to achieve them,

develop and implement strategic plans, projects, programs - all experts agree. Existing different approaches to building a system of strategic management require a clear idea of the benefits of this phenomenon in the activities of individual enterprises.

Given this, the modern accounting system must meet the selected strategic objectives of the enterprise. Strategic accounting, as a component of the enterprise management system and accounting and analytical support of the strategic management decision-making process, is used to plan the future strategy and tactics of the enterprise as a whole and individual strategic centers of responsibility; measuring and evaluating the efficiency of management in general and by individual strategic centers of responsibility at different phases of the life cycle; adjustment of management influences on the implementation of the selected strategy. To ensure strategic management, information is needed on the basis of which the strategic goals of the enterprise will be established; key indicators will be determined in all areas, as well as available resources will be distributed. The set of these indicators and the order of their accounting, control, and analysis, form the basis of strategic accounting. That is, strategic accounting should be considered as a tool for strategic management. It is a complex area of management accounting, focused on the process of making long-term (strategic) management decisions, which includes a meaningful analysis of the external environment, taking into account the strategic position in the market, product differentiation, and value chain construction. To date, there is no complete justification for strategic accounting. Different authors interpret the essence and directions of its development differently and there are those who do not allocate it to a separate area of research, although they reveal the importance of accounting in achieving strategic goals (Table 1).

Table 1 - Approaches to defining the essence of the concept of "strategic accounting"

№	Author	Definition
1.	P. Y. Atamas	This is accounting that focuses on external factors (such as the profitability of competitors, market share, etc.), while traditional accounting is characterized by a focus on internal processes and phenomena [4].
2.	S. F. Golov	It is a system of management accounting aimed at making strategic management decisions [5]
3.	R.F. Brukhansky	An accounting system adapted to the modern production environment, which includes a multidimensional communication strategy through distribution channels and identification of consumer needs [6].
4.	K. Ward	It is a means of assessing the company's competitive position vis-à-vis other participants [7].
5.	Institute of Certified Management Accountants	This is a form of management accounting. The emphasis is on information related to external factors in relation to the enterprise and non-financial and internally generated information [8].

6.	J. Innes	This is an independent element of accounting and analytical support required for strategic (long-term) management decisions [9].
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Strategic accounting forms its information resources of a forecasting nature. Strategic accounting information resources are related to, but not limited to, traditional accounting. In particular, strategic management requires data not only on the enterprise's activities but also on the external environment, which is extremely important for predicting the trajectory of the enterprise. In our opinion, maintaining strategic accounting at the enterprise allows generating the necessary information resources for business management, operational and strategic management decisions, and control over their implementation.

Despite numerous definitions of this concept, we can identify some general areas in strategic accounting, which clarify its essence.

Table 2 - Approaches to the content of the concept of strategic accounting

Approach	Orientation of characteristics
Target	Strategic accounting is defined as a system of methods and techniques that ensure strategic objectives and strategic decisions.
Instrumental	Strategic accounting is defined as an information system with a particular type of tools and methods used.
Functional	Strategic accounting is a set of forecasting, planning and accounting, and analytical functions that must be performed to ensure the effective operation of the enterprise in the long run.
Subsystem	Strategic accounting is a comprehensive area of management accounting, focused on the process of making long-term strategic decisions
Integrated	Strategic accounting is defined as traditional information and management functions combining economic analysis, control, forecasting

According to the first targeted approach, strategic management accounting is considered from the standpoint of meeting the information needs of management entities in order to provide information to strategic management. According to the second instrumental approach, strategic management accounting is considered from the standpoint of the development of the tools used: analytical, control, organizational for information support of strategic management. According to the third, integrated approach, strategic management accounting is considered from the standpoint of integration into the management system (higher level of integration) and accounting and analytical system of the enterprise (own level of integration), which provides an integrated approach in the context of information and analytical support of management processes:

- the relationship between the strategic position and the expected emphasis on management accounting, i.e., setting up accounting in accordance with the strategic

position of the enterprise and alternatives to its strategy;

- achieving competitive advantage by analyzing ways to reduce costs, enhance the differentiation of enterprise products through the use of the relationship between cost and optimization of cost carriers.

In general, strategic accounting is a comprehensive system that is an element of accounting and analytical support of the management process, which carries out the formation, systematization, analysis and provision of financial and non-financial information about the external and internal environment of the company to make promising (strategic) management decisions. development and positioning of the company. However, strategic accounting only reflects the facts, processes, and therefore to draw appropriate conclusions from the information obtained without analysis is very difficult. In addition, it can have negative consequences for the company. Strategic accounting provides the necessary data for strategic analysis, creates conditions for the application of strategic control.

Strategic analysis occupies an essential place in is an integral part of business planning. It is seen as the performance of an appropriate management function, focused on the prospect with high uncertainty. A study of the economic system on the parameters that determine its future state explores the various factors and opportunities that the company can use for its development. These factors are studied comprehensively, with a view to the long term. The following factors determine the need for strategic analysis:

- first, it is necessary for the development of enterprise development strategy and in general for the implementation of effective management, as it is an important stage of the management cycle;

- secondly, it is necessary to assess the attractiveness of the enterprise, from the point of view of an external investor, to determine the position of the enterprise in national and other ratings;

- thirdly, strategic analysis allows to identify reserves and capabilities of the enterprise to determine the direction of adaptation of internal capabilities of the enterprise to changes in environmental conditions;

- fourth, it allows you to respond promptly to changes in the external environment and use them to your advantage.

Today, there is no single approach to the interpretation of the essence of strategic analysis, its tasks, objects, and stages, nor is its subject and tools clearly defined. The first works, which mention strategic analysis, interpret its essence in a broad sense.

In particular, Ansoff I.H. considers the concept of strategic analysis and forming the enterprise's strategy as a whole [10]. Thompson AA and Strickland A.J. believe that strategic analysis is the basis for making the right strategic choice, based on sound alternatives and selection criteria [11]. Strategic analysis, which has been used for the last fifty years in the field of strategic management, is a valuable method of planning and decision-making. In the process of strategic management, a number of methods of analysis are used to achieve long-term goals of the organization. For many years, SWOT analysis has been a widely used method of analyzing the internal and external environment to support strategic decisions. This method has been used

in many areas requiring strategic analysis for industry, organization, product, person, project, city and so on. SWOT analysis includes goal setting and identification. For this reason, it has been identified with strategic planning and adopted as a key element of strategic planning. Later interpretations of the essence of the concept of strategic analysis by domestic and foreign scientists are given in Table 3.

Table 3 - Approaches to defining the essence of the concept of "strategic analysis"

	Author	Definition
1.	A. N. Horin, B. E. Kerimov	Strategic analysis is expressed in the process of finding and selecting strategic alternatives [12].
2.	N. S. Plaskova	Strategic analysis is an adequate formalized systematic representation of strategic financial, economic, and other business goals that help maximize the market value of the organization, based on a comprehensive study of the current and future nature of the impact of internal and external factors on the effectiveness of its activities [13].
3.	A. N. Petrov, R. V. L'viv	Strategic analysis is a preliminary stage of strategic planning, which systematically analyzes the factors of the enterprise's external business environment and resource potential (internal capabilities) to determine the "current state of affairs" in the enterprise and identify conditions for its further successful development [14].
4.	A.M. Vakhrushina, G.V. Savitskaya	Strategic analysis is a type of complex economic analysis of economic activity that studies economic phenomena and processes from the standpoint of the future, i.e., prospects for their development [15].
5.	V.V. Pastushova	Strategic analysis - a tool of strategic management, which is used as a basis for forecasting the position of the enterprise in an attractive market [16].
6.	T.V. Golovko, S.V. Sagova	Strategic analysis is a process of identifying critical key concepts of external and internal environments that may affect its ability to achieve its goals in both the short and long term [17].
7.	K.I. Redchenko	Strategic analysis is a comprehensive study of positive and negative factors that may affect the economic position of the enterprise in the future, as well as ways to achieve the strategic goals of the enterprise [18].

Given the above definitions, we can identify the following approaches to the interpretation of strategic analysis:

- a way to convert the information obtained from the analysis of the environment, the strategy (strategic plan) of the enterprise;
- performance of the management function, which is aimed at the future;

- analysis of internal and external environments to determine the direction of enterprise development;
- a method that provides strategic planning and controlling information and analytical data;
- assessment of the strategic potential of the enterprise;
- stage of strategic management.

Results. In the process of forming a model of strategic management accounting, it is advisable to distinguish three stages:

- definition of objects of strategic management accounting on the basis of strategic analysis;
- selection of key tools of strategic management accounting and targets;
- recording the results related to the development strategy of the enterprise

The system of strategic accounting is aimed at solving significant problems of accounting and analytical support of strategic management, namely: analysis of the results of the strategy implemented by the enterprise; optimization of resource use, ensuring an objective assessment of the activities of units; control of current activity, estimation of efficiency of activity of the enterprise, estimation of influence of external factors; determination of strategy and planning of future activity of the enterprise. The composition of the elements of the strategic accounting system may vary depending on management objectives. The set of objects of strategic accounting, which acts in the process of the entire cycle of strategic management, is called its subject. The subject of strategic accounting will be the enterprise's economic activity, which is planned and forecasted. The object of strategic accounting is certain types and activities of the enterprise, centers of responsibility, budgets and long-term plans, the external environment. In the enterprise's information system, the objects of strategic accounting are disclosed using specific techniques and methods, the set of which is called the method of strategic accounting. It consists of the following elements: reporting, evaluation, grouping, planning, analysis, control. Each element affects the object of accounting not in isolation but in the system of organization of internal relations, aimed at solving the goals of strategic management. Thus, the system of strategic accounting is related to the objectives of strategic management.

The strategic accounting system is linked to the goals of strategic management. It operates subject to the following principles:

- purposefulness - necessary to ensure the enterprise's mission, which is the purpose and main reason for the enterprise's existence. Having and understanding the main overall goal consolidates the efforts of employees to achieve results;
- systematic - provides a holistic and comprehensive approach to the introduction of strategic accounting in the enterprise. It consists in the initiative and support of senior management, the development of a clear list of tasks, the delegation of appropriate powers to organize strategic accounting and analysis to certain employees;
- regularity - a long-term commitment to the goals and objectives of strategic accounting and analysis, which should become an organic element of the corporate culture of the enterprise;

- timeliness - is to respond immediately to changes in the external environment that may pose a threat to the operation of the enterprise in order to possibly adjust the strategy;
- optimality - assumes that the expected economic effect from the implementation of the system of strategic accounting and analysis should be positive [17].

Strategic accounting is designed to plan the future strategy and tactics of the enterprise as a whole and individual strategic economic centers of responsibility; measuring and evaluating the efficiency of management in general and in terms of individual strategic economic centers of commitment at different stages of the life cycle; adjustment of management influences on the course of implementation of the chosen strategy.

The role of strategic management accounting in the enterprise can be realized through:

- information support of the process of adoption of strategic goals and objectives, as well as the strategy of the enterprise on the way to achieving sustainable competitive advantages;
- providing managers of different levels of management accounting and analytical information necessary for strategically oriented planning, control, and management decisions - formalization of the strategy as a set of tactical goals and objectives for different levels of enterprise management through, including budget planning and budgeting;
- development of means of monitoring the movement of the enterprise in the planned strategic direction, as well as methods of control and adjustment of strategic goals;
- structuring of elements of accounting, analysis, and control, which generate information about the efficiency of management for purposeful interaction;
- substantiation of systems of motivation of workers on the basis of achievement of the corresponding purposes and tasks [20].

The subsystem of strategic accounting should be flexible and operate in parallel with the systems of analysis and control to optimally ensure the adoption of strategic management decisions.

Based on this goal, strategic accounting tasks are formed, which is a systematic and grouped form that can be divided into external and internal. The external ones include the development of a system for monitoring the external macro-environment, pricing policy, a system of balanced indicators of strategic accounting; control and assessment of the actual economic situation; accounting for environmental factors; timely and effective risk management, etc. Internal: development of a monitoring system to ensure the management of the internal environment of the enterprise; providing adequate information to ensure the implementation of the chosen strategy and reporting on critical success factors; strategic cost and profit management; integration of forecast, planned, normative and actual data of enterprise activity and their calculation in the long run; assessment of the achievement of operational and strategic goals, financial condition and production potential of the enterprise; ensuring the registration and systematization of information for strategic management

decisions, analysis of the impact of deviations, etc. Strategic accounting considers the external factors of the macro environment, focused on accounting for uncertainty, based on strategies developed by the enterprise. One of the main tasks in building strategic accounting is to focus on the selection of those factors that significantly affect the functioning of the economic system: industry affiliation; the form of ownership, organizational and production structure; system of taxation, pricing, accounting; strategy of financial and economic development, the system of internal control and reporting, information support, etc.

The most important information that must be used in strategic accounting is the information generated due to monitoring the enterprise's external environment. At the same time, strategic accounting generates information for monitoring the internal environment.

You can select the following functions that perform strategic accounting:

- descriptive - consists in the description, systematization, accumulation of the received information, statement of specific problems, their estimation;
- explanatory - provides answers to questions that arise in the process of implementing the planned strategic goal of the enterprise (for what reason this fact (process) took place at all; or why it has such and not other features);
- prognostic - involves determining the short and long-term prospects for development, forecasting, modeling future processes and relationships. Forecasts should be based on existing objective patterns and trends [20].

Strategic accounting in practice connects the process of strategic management with the accounting process because it has the same objects: financial and production resources, financial and economic methods, and results of activities, which together constitute financial and production activities. The set of objects of strategic accounting, which acts in the process of the entire cycle of strategic management, is called its subject. The main features that should be taken into account when implementing this type of accounting include:

- expansion of management functions and change of their significance, in particular, strengthening the position of preliminary analysis of external and internal factors, on the basis of which the forecasting of future activities is carried out;
- introduction into the system of additional indicators, based on which the assessment of the effectiveness of financial and economic activities of the enterprise, by including indicators of analysis of the external environment;
- use of additional methods, traditionally not used in management accounting (analysis of strengths and weaknesses, opportunities and threats (SWOT-analysis), methods of loyalty assessment);
- changing the amount and composition of information used by different levels of government, in particular, expanding the set of indicators needed to justify strategic management decisions.

The peculiarity of strategic accounting is its focus on the future development of economic activity and the ability to take into account the impact of changes in macro- and micro-environmental factors. Therefore, an effective and efficient model of strategic accounting should include a clear definition of the role, place, tasks, and functions of accounting in the management subsystem of the entity; taking into

account the requirements of managers of all levels of management in the preparation of accounting information; determining the logical connections of the components of the accounting process with the elements of strategic management.

However, strategic accounting only reflects the facts, processes, and therefore to draw appropriate conclusions from the information obtained without analysis is very difficult. In addition, it can have negative consequences for the company. Strategic accounting provides the necessary data for strategic analysis, creates conditions for the application of strategic control.

The choice of the model of strategic analysis depends on many factors: strategic goals of the owners, availability of information, resource provision of strategic decisions, etc.

The role of strategic analysis in the enterprise management system is determined by its advantages, which allow:

- create an information base for making strategic decisions based on the assessment of the internal and external environment;
- reduce the negative impact of changes in the external and internal environment on the results of the enterprise;
- respond quickly to changes and make appropriate adjustments to the strategy, which is implemented at this stage of the enterprise;
- determine the required level of potential of the enterprise and the action of environmental factors, which in combination allow achieving its strategic goals.

The purpose of strategic analysis is to provide information to managers and other stakeholders to make adequate strategic decisions, choose the strategy that best suits the future of the enterprise. With the help of external and internal strategic analysis, carried out in the framework of strategic accounting, fundamental strategic decisions are made.

External strategic analysis (analysis of the external environment or analysis of competitors - competitive analysis) involves the assessment of:

- structures of competitors (structural analysis of competitors);
- strategic positions of competitors (strategic analysis of competitors, strategic competitive analysis).

Analysis of the internal environment involves identifying the strategic situation within the enterprise, which characterizes the current state of activity and use of production and financial resources. The purpose of the analysis of the internal environment of the enterprise is to identify weaknesses and strengths in its activities, which involves the widespread use of SWOT analysis. In the process of its implementation, the following functional areas of economic activity of the enterprise are analyzed in detail: production, marketing, finance, personnel, organizational culture. The mechanism of strategic analysis can be defined as a set of elements that provide the organizational basis of the process. The objects of strategic analysis are determined in accordance with the goals set by the company's management. Most researchers include strategic business units (divisions of a diversified company), strategic business areas (market segments), business sectors (areas of activity), individual products (goods, services), finance, investment projects, enterprise life

cycle, the internal environment of the enterprise, the competitive position of the enterprise, the enterprise as a whole.

In the process of strategic analysis provides for the implementation of the following stages:

- identification of the stage of the life cycle of the company, which largely determines the nature of strategic decisions;
- analysis and identification of the most important and strategically important factors of the business model at this stage of the life cycle, which can become a key object of strategic management.
- detailed analysis of the internal content of the strategic components of the business model through a thorough study of the actual state of affairs, as well as the development of options for further development of the analyzed segment of the business model.
- development of adequate business strategies, the implementation of which in these specific conditions will take into account the impact of the internal and external business environment, maintain a balanced business model architecture, maintain and strengthen the competitive position of the organization and, on this basis, get the possible economic benefits;
- control over the implementation of selected and implemented in economic practice strategic initiatives [20].

The choice of specific tools of strategic analysis at each stage depends on many factors: the strategic goals of the owners, the availability of information, resources, and so on.

Strategic alternatives identified as a result of strategic analysis help business leaders to form the most optimal set of strategies (strategic management decisions) for further development of the enterprise. The effectiveness of strategic analysis depends on the quantity and quality of the elements that make up its information base. The information base of strategic analysis is a continuous system of relationships of specialists, equipment, and conceptual models designed to collect, classify, analyze and evaluate the information needed for strategic management of the enterprise. The source of such information is the environment.

To analyze information, the company creates a special system for assessing the external environment, which provides for special observations related to special events, and regular monitoring of important external factors. The strategic analysis begins with studies of the external environment of the enterprise. Many authors suggest first analyzing the external environment and then the internal in two stages.

However, in our opinion, the procedure of analysis is not of fundamental importance. Because you still have to go iteratively: the study of some aspects of the internal environment necessitates recourse to the external, and after exploring some elements of the external environment, you should turn to the interior, etc. However, foreign experience shows that it is more effective to start with the company, i.e., the internal environment, and only then get acquainted with its external environment. Because this dramatically reduces the amount of information received and processed. As a result of the analysis of the internal environment, the assessment of the strategic

potential within the set goal is carried out: to what extent the enterprise meets the established target requirements in terms of quantity and quality of resources, state of functions, and projects. That is, thus, the analysis of actual and normative potentials (or comparison with competitors if competitive advantages are estimated) is carried out. At the end of the analysis, the picture of the strengths and weaknesses of the enterprise is clarified. Analysis of the external environment of the enterprise, performed in relation to the purpose and range of product business processes, allows you to assess the strategic climate or strategic conditions created by the external environment: to assess the existing and potential opportunities and threats [18].

In general, during the strategic analysis, factual information about the company's activities is collected, presented in quantitative indicators, their relationship, the dynamics of their changes over time.

The result of strategic analysis is a system model of the enterprise and its environment, which characterizes a set of interconnected elements that reflect the functioning and development of the object (enterprise) [22].

We believe that the process of strategic analysis for enterprise management should be, first of all, continuous, purposeful, flexible, cyclical, and effective. Continuity of the strategic management process means that this system has such a managerial impact on the company that it changes accordingly, ensuring its long-term existence. Purposefulness presupposes the orientation of any created system of strategic management on the formation and substantiation of the enterprise's mission and goals.

The flexibility of the strategic management system provides for its timely and adequate improvement following the changing conditions of the enterprise, which allows it to take its rightful place in the external environment. Cyclical is the process of strategic management with constant repetition of its stages to transform the enterprise from the existing state to the desired, changing the parameters of the external environment. The effectiveness of the strategic management system means achieving high results and assessing the degree of achievement of the criteria set for individual goals and strategies.

In general, the strategic management of the enterprise cannot be imagined without a strategic analysis, which is seen as the implementation of the relevant management function, focused on the future with high uncertainty, as a study of the economic system on the parameters that determine its future state.

Taking into account these aspects of strategic analysis allows you to identify problems and challenges, opportunities and threats of the external environment, strengths, and weaknesses of the enterprise, the state, and trends of competitive positions and their dependence on the internal and external environment, an alternative set of strategies for each business unit. Decisions on the final choice and implementation of development strategies.

Today, Ukrainian industrial enterprises operate in an unstable, unstable external environment and fierce competition, so they need to maintain and constantly increase production, economic, information, marketing, innovation, and investment potential through the use of strategic management tools.

A necessary condition for the development of effective management strategies

and projects is the evaluation of the results of strategic management of the enterprise. Its main tasks include identifying the causes and situations that affect development, forecasting their dynamics. Identifying such factors is a necessary prerequisite that helps business managers to conduct effective strategic management. They can be viewed from two interrelated perspectives: functioning and development. The process of determining the factors of strategic management includes:

- stage of recognition - a scheme of parameters that reveal the systematic relationship of the elements of the enterprise with the process of forming a viable enterprise;

- stage of determining priorities - identifying key factors that have the most significant impact on the viability of the enterprise;

- stage of institutionalization - the establishment of factors in the system of measuring the viability of the enterprise. The unit of measurement of elements is the performance of the industrial enterprise.

For the successful operation and sustainable development of the enterprise, it is necessary to adapt to the changing conditions of the external environment and the internal environment, which requires the management of strategic information about possible options for the future development of the enterprise. In order to form the conceptual basis and mechanism of strategic management of balanced development of economic entities, we will consider what is happening in general in the industrial sector of Ukraine. To do this, consider the main indicators that, in our opinion, characterize the current state of the country's industrial sector and objectively give an attempt to assess the performance of industrial enterprises of Ukraine, namely:

- the volume of sold industrial products gives an idea of the state of the economic potential of the industry;

- fixed assets (in actual prices, at the end of the year) provide an idea of the state of tangible assets that industrial enterprises hold during the process of production, supply of goods to consumers, or provision of services;

- the average number of full-time employees provides an idea of the number of employees working in a particular field;

- the average monthly nominal salary of one full-time employee gives an idea of what accruals for the year in cash and in-kind were provided to employees for time worked or work performed;

- financial result before tax determines the difference between enterprise income and expenses;

- the share of enterprises that received a loss before tax gives an idea of the number of enterprises that are unprofitable;

- profitability of operating activities describes the return on capital involved in the main activity.

For evaluation we will use statistical data provided on the Official Website of the State Statistics Service. For clarity, the main indicators of the state of industrial development of Ukraine for 2012-2019 are given in Table 4 [23].

According to Table 4 on the volume of sold industrial products during 2016-2019, they increased by 39.91 percentage points. mainly due to the increase in prices, as well as the value of fixed assets increased by 10.9 percentage points. This was also

influenced by anti-crisis measures to bring Ukraine out of the crisis economic situation. Thus, in autumn 2019, large enterprises began to put shops for repairs and re-equipment: capital investment in the extractive industry increased by 34%, in the supply of electricity and gas - by 38%, in the food industry - by 42%, in metallurgy - by 34%. In the future, some activities will feel the positive impact of the commissioning of new production facilities [24].

Table 4 - The main indicators of the state of industrial development of Ukraine for 2012-2019

Indicators	Years				Deviation of 2019 from 2016
	2016	2017	2018	2019	
The volume of sold industrial products, UAH million	2158030,0	2625862,7	3045201,9	3019383,1	861353,1
Fixed assets (at actual prices, at the end of the year), UAH million	3428908	3475242	3570754	3783494	354586
The average number of full-time employees, thousand people	1936	1870,5	1907,0	1847,7	-88,3
Average monthly nominal salary of one full-time employee, UAH	5902	7631	9633	11788	5886
Financial result before tax, UAH million	62949,8	274831,6	429129,3	664849,8	601900
Number of unprofitable enterprises in% of the total number of enterprises	27,2	28,2	27,2	27,9	0,7
Profitability of operating activities, interest	7,4	8,8	8,1	10,4	3,0

Data on the average number of full-time employees in the industry show a significant reduction in staff by 88.3 thousand people for the period 2016-2018 due to the crisis situation in which companies found themselves and high taxes per employee. Compared to 2016, in 2019 the level of average monthly wages rose by UAH 5,886, which indicates a high level of inflation in the country. That is, in the

future, in a situation where companies will not increase production, and the government orders to artificially raise wages, comply with laws or regulations, the management of enterprises will be forced to lay off workers, which leads to unemployment.

For the period 2016-2019, the indicators of financial performance of industrial enterprises before tax and, accordingly, the indicators of net profit had a positive trend to increase by UAH 60.19 billion. and 3.0 pp in accordance. The improvement in financial results was influenced by a number of factors, such as: the activities of some unprofitable enterprises were discontinued; producer prices have been constantly rising. In the context of deteriorating price conditions in foreign commodity markets and reduced industrial production, the annual growth rate of producer prices in November 2019 fell to its lowest level [25].

In the regional context for 2020, the reduction of industrial production was recorded in 19 oblasts. In 2019, the volume of industrial production in general compared to 2018 decreased by 1.8%. In 2018, industrial production increased by 1.1% compared to 2017. In 2017, the growth was 0.4%, in 2016 - 2.8%. Since May 2019, the industry has been slowing down for eight months. At the end of 2019, the decline in industrial production reached its highest rate since 2014-2015.

According to the results of 2020, which passed under the sign of corona crisis and quarantine, industrial production in Ukraine decreased by 5.2%. - Fig. 1.

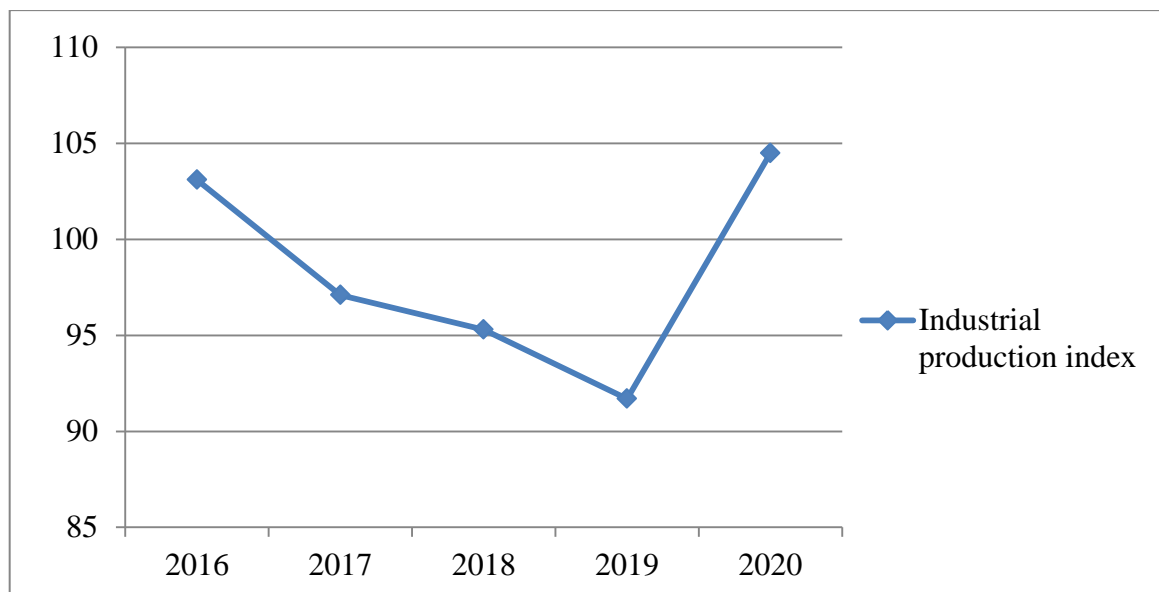


Figure 1. Index of industrial production for 2016-2020.

This situation has developed under the influence of external and internal factors. Prices for goods of major industrial producers have fallen sharply. The industry's decline was influenced by factors - the NBU's policy on the discount rate and the UAH exchange rate, warm winters, falling world market prices for metallurgical products, and even the signing of an association agreement with the EU.

One of the critical factors in reducing industrial production in Ukraine is global processes. The negative impact of these factors was exacerbated by the decline in the

price competitiveness of domestic enterprises due to the strengthening of the exchange rate. At the same time, industry for Ukraine remains a source of GDP, jobs, and the inflow of currency into the country. Also, the share of industry in GDP has been steadily declining in recent years: since 2001, this figure has fallen by 6 percentage points to 20%. Instead, the share of services in the GDP structure increased by 10 percentage points to 51%. This is also confirmed by the fact that gross domestic product growth in 2019 will slow to 2.7% from 3.3% last year with lower inflation to 7.6% from 9.8%, a low value of GDP per capita (Ukraine lags behind this indicator in relation to the Eurozone countries today reaches almost 5 times). In the second quarter of 2019, nominal GDP showed about 15% growth compared to the first quarter of 2019.

Thus, in general, according to the results of the analysis of the state of the country's industrial sector, it can be noted that negative changes prevail. The decline of industry has become systemic and requires swift action on the part of both the state and the management of enterprises.

Thus, the Ministry of Economic Development, Trade and Agriculture of Ukraine implements the "Export Strategy of Ukraine for 2017-2021", which has developed "Sectoral and cross-sectoral export strategies." The purpose of the Strategy is the transition of Ukraine to the export of knowledge-intensive innovative products for sustainable development and successful entry into world markets. The following three strategic goals have been identified:

- creating favourable conditions that stimulate trade and innovation to diversify exports;
- development of business and trade support services that can increase the competitiveness of small and medium enterprises;
- improving the skills and competencies of small and medium enterprises needed to participate in international trade [26].

Strategic accounting is implemented by the decision of the administration of the enterprise, is a system of collecting and grouping both financial and non-financial information. Determining the relative effectiveness of the strategic accounting system is based on comparing the benefits and costs that the company is able to obtain as a result of the implementation process. You can delegate the function of strategic accounting in the enterprise or accounting or a separate unit [27].

Foreign experience shows that in foreign companies planning departments directly cooperate with accounting services, namely, accounting, if necessary, assumes the functions of the planning service and performs analytical functions. It is also important to have and train specialists who will be able to ensure the implementation and successful operation of the strategic accounting system at domestic enterprises.

The process of organizing strategic accounting at the enterprise can be carried out in two directions:

- the first is the use of certain areas of strategic accounting (eg, strategic accounting of income, expenses and financial results, strategic accounting of cash flows, etc.), used in terms of partial automation of accounting;

- according to the second - it is implemented in the presence of a system for monitoring current economic activity, planning system, and the presence of an information system that generates data on the external macroenvironment. Information about external factors can be formed in the risk management system during the strategic audit. Based on this information, the company must adopt the chosen strategy to the macro environment, continuing to use its competitive advantages.

The process of organizing strategic accounting at the enterprise takes place in three stages:

- Methodological involves: defining the purpose, objects and methods of strategic accounting; construction of the plan of accounts of administrative accounting; compiling a list of costing items.
- Technical involves: the creation of monitoring of current activities and accounting system of data obtained from the external environment; choice of model of compilation of reporting information; determining the directions of information movement within the enterprise. The monitoring system is a mechanism for constant monitoring of the most important current results of economic activity in a constantly changing market situation, allows you to: timely detect deviations of actual results from expected; establish the reasons that caused them; to develop proposals for the appropriate adjustment of certain areas of economic activity in order to normalize it and increase efficiency.
- Organizational involves: defining the functions and division of responsibilities between employees of strategic accounting. These include. development of accounting policy of the enterprise for the purposes of strategic accounting in accordance with the internal specific features of the enterprise; organization of management accounting in accordance with accounting policy; the choice of forms and methods of organization of strategic accounting in accordance with the specific needs of the enterprise and the external conditions in which it operates, the goals and objectives it sets itself; conducting operational accounting at the enterprise in accordance with the selected methods; development of forms of the internal reporting and establishment of terms of its granting, the organization of document circulation that will allow to provide timely representation to the management of the enterprise of the information necessary for acceptance of administrative decisions; preparation of budgets of divisions of the enterprise and the consolidated budget for the enterprise as a whole; analysis of the implementation of budgets and operational plans by individual units, positive and negative deviations of actual indicators from the planned ones, development of proposals aimed at minimizing deviations, to inform management; calculation of the standard price and standard cost of products, as well as calculation and analysis of positive and negative deviations by types and centres of responsibility, development of measures aimed at minimizing deviations; analysis of investment projects and preparation of recommendations; calculation and analysis of performance indicators of the

enterprise as a whole and by centres of responsibility, as well as the development of measures aimed at improving efficiency; analysis of favourable and negative changes in the environment, development of corrective measures [28].

The most important part of the model, in our opinion, should be used tools of strategic management accounting: methods of compiling derivative balance sheets, a system of balanced scores, value-added model, etc. The system of strategic accounting should use both financial and non-financial quantitative and qualitative indicators (market share, customer satisfaction with services, the degree of future risks). This is possible through the introduction of a system of balanced scorecards (BSC), which allows you to influence the level of management efficiency of the entity through the use of the optimal set of performance indicators, maintaining feedback between internal business processes and external indicators. The use of BSC helps to determine:

- causal relationships;
- factors of achieving results;
- relationship with financial results.

Direct implementation of the system is from top to bottom, going down at the level of individual units by building appropriate goals and indicators. The formation of a successful strategy depends on the constant analysis of such elements of the enterprise as the organization's financial condition, which determines which strategy will be chosen by management in the future. Production - is of great importance for the timely adaptation of the organization's internal structure to changes in the external environment and its survival in a competitive environment, personnel, organizational culture, and organization image. The indicators of the system allow to cover the following areas: finance, internal business processes, training and growth; client markets - fig. 2 [29]. In BSC it is necessary to distinguish the indicators measuring achievement of the purposes - key indicators (KI), and the indicators reflecting the processes providing maintenance of achievement of these purposes - operational indicators (OI). The concept provides for the construction of balanced multifaceted links between KI and OI, financial and non-financial indicators, strategic and operational levels of management, past and future results, as well as between internal and external aspects of the enterprise. According to expert estimates, the number of KI at the corporate or company level should not exceed 15-25. Otherwise it will lead to distraction, attention, resources, blurring of goals and responsibilities, i.e. the strategic focus will be violated. At the same time, financial indicators have greater inertia than non-financial ones, so in the case of a decrease in some values of the first of them - the cost of correcting the situation is much higher than the cost of correcting the second.

Given this, there is a need to analyze these indicators on a systematic and periodic basis. It is also necessary to determine the methodology for calculating certain indicators and develop additional parameters. Thus algorithm of calculation of these or those KI to differentiate depending on the purposes. The combination of indicators selected in the BSC reflects the balance that is maintained between short-term and long-term goals, financial and non-financial indicators, basic and auxiliary

parameters, as well as internal and external factors.

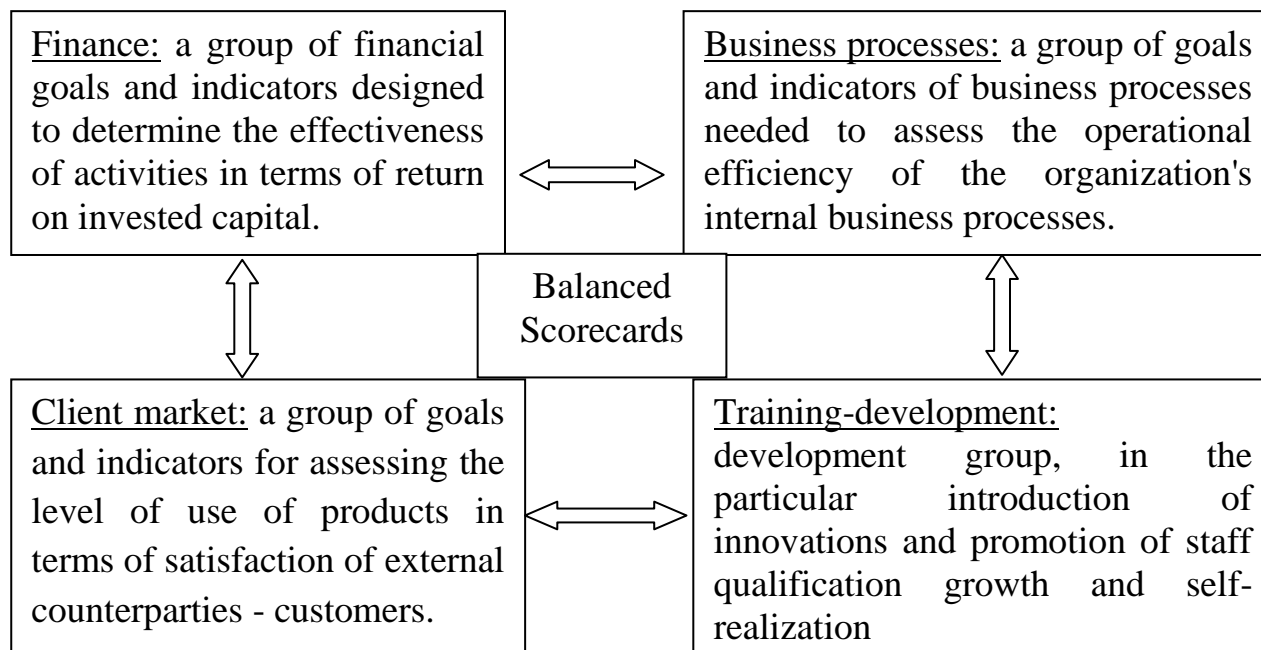


Figure 2. Components of the system of balanced scores.

The financial component is the dominant element in the structure of the balanced scorecards, as it allows assessing the effectiveness of the chosen strategy. You can improve the results of the enterprise by reducing the cost of resource formation or increase revenue from active operations. Analyzing the elements of the financial component of BSC, it should be noted that in the management process, management faces two alternatives - either to increase future capacity, which requires appropriate costs, or to operate with current efficiency indicators, which allows earning income in the short term, but it will not provide competitive advantages in the future.

The customer-market component includes information that reflects the reaction of the external environment to the company's ability to meet customer needs to achieve its financial performance: customer satisfaction with service quality, maintaining the existing customer base, expanding customer base, customer profitability.

The goals of the client component describe the appropriate strategy for selecting the target group of consumers and meeting their needs, and the goals of financial and economic results of a successful strategy (increase revenue, increase efficiency).

Other elements of the BSC - internal business processes and training and development - formulate how to implement the chosen strategy.

The two most important components of the strategy depend on the component of the business process, namely: the formulation and presentation to customers of a certain consumer value and optimization of processes and minimization of costs as ways to increase efficiency in the financial component of balanced scorecards. These include: the customer management process, the innovation process, legislative and social processes and the process of resource management. The priorities of the

internal component of a balanced scorecard indicate the implementation of a strategy of the appropriate type: if the company chooses a leading position in services and products, in this case, the emphasis is on the development of innovation processes; in the case of an integrated approach to customer service, the company prefers customer management processes; optimization of current operations with resource potential allows to determine the strategy of minimizing costs.

The expected effect of the implementation of the selected strategies is achieved in different periods of time: the fastest desired financial results can be obtained by improving the operational management of resource potential and portfolio of active operations, more time is needed to increase revenues from establishing relationships with existing and new customers; Innovative processes require the most time and resources, the result of which provides the company with competitive advantages in the future and the expected income in 2-4 years [30].

The component of training and development contains indicators of the company's ability to ensure the effectiveness of priority business processes through labor, information, technical and organizational resources (components of resource potential). The difficulty of implementing a BSC is the lack of information to identify specific key parameters. BSC performs the following functions:

- management - this system covers all levels of government, and they are interconnected and have a causal relationship;

- control - assumes that the selected indicators are the normative value, the standard for monitoring the implementation of plans and objectives, providing all hierarchical levels of management information about the state of achievement of planned results, the level and quality of plans, the degree of their intensity;

- stimulating - aimed at the fact that when reaching the level of planned indicators, with the high-quality implementation of plans, each participant receives a reward for their implementation, which is determined by the system of motivation; successful implementation of plans generally encourages capacity building and future performance;

- communicative - is implemented through the establishment of internal links through information flows;

- search, which allows you to translate the selected strategy into the plane of specific strategic objectives and tactical actions.

Balanced scorecards allows connecting the process of strategy implementation at different levels with the budgeting process and, as a result, to build all the resources for the implementation of an effective enterprise development strategy. It also allows you to make integrated decisions that will enable the company to make changes in various aspects of the activity to obtain tangible results in full use of its internal potential.

To control the formation of data in the system of strategic management accounting, it is advisable to periodically conduct an internal audit, which can be conducted both by its own forces and by third-party audit organizations. It should be linked to the information flows of responsibility centres so that their activities can be evaluated in terms of achieving the strategic goals of the organization. In strategic accounting to the forefront are management tasks that require not only knowledge of

traditional accounting, especially cost accounting and costing of products (works, services), but also technical and economic planning, statistics, business analysis, advanced mathematical apparatus and modern computing, techniques. Information on costs is formed in the framework of financial accounting, but it is not enough to make tactical and strategic decisions.

Strategic management accounting uses matrix analytical tools, SWOT-analysis, GAP analysis (gap analysis), algorithms for working with "weak" and "strong" signals, scenario analysis, portfolio analysis (analysis of the distribution of activities by individual strategies for products and markets), analysis of creation values for the client, calculation of product life cycle costs, calculation of target costs, investment calculations, balanced scorecard, strategic budgeting, etc. Based on the conceptual foundations of strategic management accounting, each organization forms a specific methodological toolkit that provides justification, implementation control and evaluation of the effectiveness of strategic management decisions [31].

Strategic cost management is a system of methods of accounting and cost analysis, which provides a choice of strategy based on planning and forecasting the rational use of enterprise costs, control over ensuring the required level of costs in the financial and economic activities and information support in making all management decisions his strategy [32]. Using the mechanism of strategic accounting and analytical support of enterprise cost management, you can ensure communication with the entire management structure; to satisfy the need for high-quality information support, including indicators of competitors, industry average indicators, coefficients that characterize the break-even point of production; identify production problems, the solution of which depends on the specific level of management; systematize the types of analysis (systemic and situational) and promote their organic connection with the objects of analysis; to ensure the formation of reports with a given frequency and in the necessary analytical areas. Management accounting at domestic enterprises is not regulated by law, so we provide a recommended list of management accounts (table 5).

Table 5 - Indicative list of management accounts for accounting for cost variances

Account	Subaccount
Main production	<ul style="list-style-type: none"> - deviations in the cost of materials; - deviations in the number of materials; - deviations at the wage rate; - deviations in the efficiency of labor use; - deviation at the rate of other direct costs; - deviation in the efficiency of other direct costs.
Overhead costs	<ul style="list-style-type: none"> - deviations at the rate of fixed overhead costs; - deviation at the rate of variable overhead costs; - deviation at the rate of overspending.
Other overhead costs	<ul style="list-style-type: none"> - deviations at the rate of administrative costs; - deviations at the rate of management of supply and procurement activities;

	- deviation at the rate of product sales management.
Production output	- the total deviation for the reporting period.

In general, the sum of all these deviations will be equal to the sum of the total deviation of the actual cost from the planned. This will provide the management of the enterprise necessary in the management accounting information about the deviation of production costs in terms of components of the cost, i.e. cost elements. However, the influence of individual cost elements on the formation of production costs, their behavior is relevant information for planning, analysis and control of production costs. The result of the work of the centers of strategic accounting of deviations should be signal information of accounting of deviations in the context of costing items by type of finished product, compiled by the responsible person of the relevant cost center. For each level of responsibility, the scale of the deviation is set, i.e. the maximum deviation, the excess of which requires appropriate analysis and follow-up.

The choice of strategic accounting technologies depends on many circumstances, the main ones being - table 6.

Table 6 - Basic technologies of strategic accounting

Methods	Essence
activity-based costing (ABC)	cost accounting by type of activity, which provides for their distribution by cost factors in accordance with the volume and structure of resources consumed in the process of performing operations for the creation and production of products (goods, services);
lifecycle costing	calculation of stages of the life cycle, the essence of which is that the cost (goods, services) takes into account the costs at all stages of its life cycle: development, design, entry and promotion, etc.;
target costing	pricing by objectives, focused on the development of measures to optimize the cost of production taking into account the purpose of the parameters that affect the ratio of "price - quality", consumer qualities of useful life, level of service, after-sales service, etc.;
kaizen costing	it is a holistic cost management system that supports a cost optimization strategy aimed at increasing efficiency of production processes, provides constant reduction of expenses and their maintenance at the set level that leads to improvement of a condition of the enterprise as a whole;
Balanced Scorecard (BSC)	a balanced system of indicators in the management of key business processes of the centers of responsibility of the enterprise in accordance with the established goal, quantitatively and qualitatively identified in the target values of evaluation criteria: finance, customers, internal business

	processes, training and growth;
benchmarking	continuous process of studying and evaluating products, services and production experience of the biggest competitors by recognized leaders in their fields;
budgeting	the method of gathering information used by enterprises to identify best practices of other companies

The variability of the applied technologies depends on the solved administrative tasks at the enterprise.

Conclusion. A strategic approach to the management process allows companies to respond in a timely and adequate manner to changes in their operating environment and form competitive advantages, ensuring long-term growth in their value and achievement of goals. Accounting and analytical support of this process is the unity of strategic accounting and strategic analysis. Strategic accounting includes forecasting methods used in statistics and economic and mathematical methods based on financial and management accounting data (each individually and in general).

The introduction of an effective accounting and analytical system of strategic management at the enterprise will reduce the impact of uncertainty in the environment through constant monitoring of its indicators to ensure competitive advantages and form a positive image. Thus, the introduction of an effective accounting and analytical system of strategic management at the enterprise will reduce the impact of uncertainty in the environment through constant monitoring of its indicators, to ensure the achievement of competitive advantages, to form a positive image.

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