

FINANCIAL CONTROLLING ON ENTERPRISES: TOOLS AND EFFECTIVENESS EVALUATION

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The necessity to use financial controlling by the enterprise is substantiated in the paper. For stable development, businesses need a system that is conducive to development and guarantees high economic results. One of the effective directions of improving the management system is the introduction of controlling, which allows to cover all areas of activity of the enterprise.

The main purpose of financial controlling in the activities of economic entities can be considered: the formation of strategies and priorities for development, analysis and control of current activities, the formation of operational and prospective plans, forecasts, estimates and budgets, analytical research of the reasons for deviations of actual results.

An effective financial controlling tool – SWOT analysis is considered in the paper. Using this tool in the system of financial controlling it is possible to determine the priority directions of development of the enterprise in the conditions of financial crisis and economic downturn, as well as to identify those problems that relate to the financial, operational and investment activity of the enterprise.

Among the main ways to improve the system of financial controlling at the enterprises can be identified: reducing the time of submission of information and decision making, transparency and reliability of data, use of the newest technologies, strategic planning, organization of the controlling service.

The mechanism of application of the maturity model of controlling at the enterprise is presented.

For the effectiveness of financial controlling it is necessary to evaluate its quality and to improve tools and methods. Assessing the effectiveness of controlling can be done in six dimensions: “Controller Ethics”, “Controller Competence”, “Controller Motivation”, “Controlling Information Support”, “Controlling Organization”, “Controlling Functionality”. The maturity levels of controlling at the enterprise by organizational and professional directions of controllers are considered. For each dimension of evaluation the main directions are highlighted.

The result is the creation of a questionnaire, which conducts a survey of owners and managers of all levels of enterprise management. Further the received information is generalized and the corresponding maturity level of controlling for each direction according to the proposed scale is calculated.

Among the main levels of maturity controlling it is proposed use the following: unsatisfactory, satisfactory, moderate, high. Effective assessment of the effectiveness of the enterprise controlling is to calculate the level of maturity by determining the sum of points across all dimensions.

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