

**THE ANALYSIS OF A MANAGEMENT EFFICIENCY
OF FINANCIAL STREAMS AT THE ENTERPRISE**

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In given article the concept and functioning of financial streams at the enterprise is described in detail. To understand, how financial streams work, their functioning at the specific enterprises is analysed, namely: "Milavitsa" and "InCity".

The urgency of logistics and sharply rising interest to its studying are caused by potential possibilities of increase of efficiency of functioning material-spending systems, which open use of the logistical approach. The logistics allows to reduce essentially time interval between purchase of raw material and semi-finished items and delivery of a ready product to the consumer. It assists sharp reduction of material stocks, accelerates process of reception of the information, and raises level of service.

Management of material streams was always an essential side of economic activities. However only rather recently it has got position of one of the most important functions of an economic life. A principal cause – transition from the market of the seller to the market of the buyer, caused flexible reaction of industrial and trading systems to quickly changing priorities of the consumer.

The logistics is considered as one of tools of business, that allows to save resources of the company.

Native researchers understand logistics differently. And they put various sense in this concept.

Table 1 – The basic approaches to definition of logistics.

| Author | Definition |
|---------------------|--|
| Electronic resource | <i>Logistics</i> is the integrated tool of management assisting achievement of strategic, actual, operative objectives of the organization of business, due to effective decrease in the general expenses and satisfaction of requirements of the end user to quality of products or services, in management current processes [4]. |
| A. A. Smekhov | <i>Logistics</i> is a managerial process of manufacture, movement and storage of materials, products and the goods, as well as accompanying them of information streams by means of the organization of channels goods-moving so that current and future expenses are minimized under condition of highly effective (reliable) performance and delivery of orders [1]. |
| B. K. Plotkin | <i>Logistics</i> as a science studies current processes in economy, in particular, management of goods-moving or management of material resources for needs of supply – these streams are caused by processes of sale and purchase and in turn they generate monetary (financial) streams [2]. |
| B.A. Anikin | <i>Logistics</i> is a science connected with planning, organizing, management, the control and regulation of movement of material and information streams in space and in time from their primary source up to the end user [5]. |
| Electronicresource | <i>Logistics</i> is planning, organization, account, control acted on the enterprise, a processable there and leaving stream of material production processable there it with accompanying information, financial and labour streams [4]. |

Thus, from the given definitions it is possible to come to conclusion, that the object of logistics research and logistical management are streams, current processes, any processes connected with moving of something. Logistical streams can be goods, staff, power resources, means of production, finance, investments, vehicles, information, carriers and means of processing of the information, infrastructure, etc. Logistical activity as process of transformation influences an initial condition of streams, recites, time, structure, quantitative and qualitative characteristics of streams for increase of competitiveness of a final condition of streams.

And now we will give brief description to basic material and accompanying it information streams that accompany it.

Material stream is a set commodity-material assets which are considered in terms of time interval during realization with various logistical operations.

Set of resources of one name which is being during all way from a specific source of manufacture up to an instant of consumption, forms an elementary material stream. The set of elementary streams which are shaped at the enterprise, makes an integrated (general) material stream which provides normal functioning the enterprise.

Studying of material streams is a basis for optimization of technological processes of manufacture, material support, transportation and selling of production, rationalization of document circulation, design of industrial, warehouse and auxiliary facilities, creation of a highly effective communication infrastructure and organizational structures of management.

Information stream is a set circulating in logistical system, between logistical system and an environment of the messages necessary for management and the control of logistical operations. The information stream can exist in the form of paper and electronic documents.

Management of information streams at logistics is not an end in itself, but it means of control of material streams, their formation, moving, acceptance.

At skilful management of information streams expenses for their formation, transfer, acceptance and storage of information files decrease, the information exchange, speed of their acceptance is accelerated, discrepancy of speed of works of the transmitter and the receiver is not supposed, throughput of a communication facility on each site of an information way and qualification of the operators borrowed on them is considered.

And now, specifically we will pass to detailed consideration of financial streams, which directly related to the set forth above streams.

In market economy activity of subjects of management in many respects depends on continuous movement and an effective utilization of financial streams. Financial streams are closely connected with sale of goods and services, investments, deliveries of material assets and equipment, banks, stock exchanges, insurance companies, etc. Diagrams of financial streams are without fail developed by technological processes in all foreign corporations and banks [3].

Financial streams have always existed in this or that type at any ways of the organization of entrepreneurial business of managing subjects. However, as practice has shown, the greatest efficiency of their movement is reached at application of logistical principles of management of material and financial resources. It has caused occurrence of a new economic category – a logistical financial stream.

Thus, in logistics we will understand the directed movement of the financial assets circulating in logistical system as a financial stream, as well as between logistical system and an environment, necessary for maintenance of effective movement of the certain material stream.

For understanding of functioning financial streams, it is necessary to know their classification.

In relation to specific logistical system we distinguish external and internal financial streams. In its turn, external logistical financial streams in a direction of movement are subdivided into entering and leaving financial streams.

According to destination logistical financial streams can be divided into following groups: the financial streams caused by process of purchase of the goods, investment financial streams, financial streams on reproduction of a labour, the financial streams connected with formation of material inputs during industrial activity of enterprises, the financial streams arising during sale of the goods.

As to the way of carrying the advanced cost on the goods logistical financial streams are subdivided into the streams of financial resources accompanying movement of a fixed capital of the enterprise and the streams of financial resources caused by movement of turnaround means of the enterprise.

By types of economic communications horizontal and vertical financial streams differ [1].

Thus, logistical financial streams are created and used for maintenance of effective movement of material streams. Thus their specific character consists first of all in demand of service of process of moving for space and for time of an appropriating stream of commodity-material or commodity-non-material values.

Further we shall consider the basic substantial characteristics of financial streams.

The basis of the financial plan of the enterprise is made with four main according to plan-accounting documents:

Balance of movement of money resources (BMMR);

The report on financial results;

Accounting balance (in an administrative format);

The investment plan of the company.

Economics

The analysis of financial streams on the basis of BMMR gives a distinct picture of functioning of the enterprise. It allows to track the installments and an advance payment, the chart of calculations with suppliers, tax payments, dynamics of means on the settlement account of the company. The balance of movement of money resources is capable to replace wide range of other balances and information. Owing to a continuity of delivery of data, BMMR also carries in essence current character.

To make the financial report at the enterprise, it is necessary to know the basic factors and rules of their calculation.

There are three crucial groups of factors – profitability is the key one: profitability of actives, profitability of own capital, profitability of sales; business activity: factor of turnaround accounts debt, factor of turnaround creditor debt, factor of turnaround commodity stocks and paying ability (liquidity): factor of absolute liquidity, factor of urgent liquidity, factor of current liquidity, factor of security own turnaround means, factor of financial independence (autonomy), factor of Leverage.

Rational formation of financial streams assists increase of rhythm of all logistical processes of the enterprise. Any failure in realization of payments affects negatively formation of stocks of raw material, labor productivity, realization of finished goods, etc. Effectively organized financial streams create conditions for optimization of movement of all other types of streams (material, information, personnel, service). Actively operating financial streams, it is possible to provide more rational and economical use of own financial resources, to reduce demand for the extra capital.

Management of financial streams provides acceleration of a turn of the capital enterprise due to reduction of industrial and financial cycles, decrease in demand for the capital serving economic activities of the enterprise. Synchronization of streams of deliveries and payments allows to reduce actual demand of the enterprise for the free rests of money resources that assists formation of additional resources which is possible to direct on the investment, profits being by a source [3].

To learn, how financial streams at the enterprise function, it is necessary to analyse efficiency of their functioning at the specific enterprises. For this purpose we will compare activity of Belorussian and foreign enterprises. First we will consider the organization "Milavitsa".

The history of the joint venture of Joint-Stock Company "Milavitsa" began in 1908 when French F. Turne opened a small factory on manufacture of the notions goods in Belarus. In 1929 under the offer of board of artel Advice of the National economy of republic has made a decision on construction of state notions factory "Beloruska" which in 40-50s is reconstructed on sewing manufacture. In 1932 the factory "Beloruska" has been renamed into the Minsk garment factory by it. Frunze. In 1964 it started to let out the first corset products and becomes the only thing in Belarus the sewing enterprise, specializing on manufacture of the given assortment. In 1970 on the basis of the enterprise the Minsk industrial sewing association "Comsomolka" has been created. In 1991 to factory appropriate a new name – a garment factory "Milavitsa" [5].

The basic directions of activity of the enterprise "Milavitsa" are:

1. Development and manufacture of corset products, bathing suits and other consumer goods;
2. Rendering of services in the field of manufacture of corset products from tolled raw material [6].

Basic production of the enterprise – varied corset products, products of linen and bathing assortment for women, bed-clothes, man's and children's linen from cotton cloths. The industrial collection annually includes more than 400 models created by artists and designers of firm.

The lead financial analysis for 2012-2013 has shown that the balance profit has increased by 12%, and its pace of growth above, than pace of growth of proceeds (8%), a parameter of capital productivity has increased by 5%.

The mid-annual wages have increased by 3%, at growth of labor productivity by 5% that is a good parameter.

Growth of a net cost of realized production (7%) is less than growth of proceeds from realization that has entailed decrease in expenses for one percent, realized production for one percent and growth of profitability of sales by 4%.

As a whole dynamics of financial and economic parameters is positive, the enterprise develops dynamically.

All financial factors matter more normative and tend to improvement, and it specifies a normal financial condition of the enterprise.

Parities of an active and passive are specified with surplus of long-term sources of formation of stocks, therefore the organization is solvent [7].

On the basis of dialogue with the head of the company "Milavitsa" Dmitry Dichkovski, it is possible to come to the conclusion that "Milavitsa" is a strong organization which has come out from crisis by the winner.

But problems exist, as well as in any other organization. The firm wishes to rise on higher level and to compete to the best enterprises with similar production in Europe and to open firm shops in capitals, such as London, Paris, Berlin and others. But for this purpose still there is no experience and financial accumulation.

But as a whole, the financial condition in the organization is stable and in future in plans costs courageous enough expansion and opening firm shops in countries of Western Europe.

Further we will consider financial parameters and stability of successful Russian company "Incit".

"INCITY" is Russian fashion brand, created in 2005. It is a chain of shops of the fashionable lady's wear, consisting more, than from 235 shops across Russia and the CIS countries.

Business model of the company includes development of the goods, accommodation of manufacture at foreign factories, the organization of logistics of the goods and the organization of realization. Own designers who visit the international exhibitions and presentations are engaged in development, analyze assortment of competitors and on the basis of it they shape style and the direction of collection "Incit", prepare engineering specifications on manufacture.

Activity of Open Society "INCITY" for the period 2011 – 2013 is characterized by growth of proceeds from sales, growth of profitability of sales, growth of profitability of the basic and turnaround means.

However, the investigated organization has also negative (especially for trade enterprises) tendency – decrease in turnover factor of working capital, decrease of capital productivity and labor productivity [8].

The analysis of commercial activity of the enterprise has shown that due to the price factor (increase of retail prices on the goods) commodity circulation of the enterprise has increased. The quantity of the realized goods has increased in 2011 for 21,343%, in 2013 by 23,6198%. Paces of growth of physical volume of commodity circulation (quantity of the goods) are marked high enough.

The analysis of activity of the enterprise has shown, that for the last 3 years of the enterprise has the stable tendency to growth of the basic parameters describing commercial and financial efficiency, there are some skews in the organizational process, requiring variations [9].

As a whole, a situation in the company "Milavitsa", at the moment is stable. The foreign trade communications with the CIS countries extend, the goods is popular, and it provides high sales and proceeds for the organization. But for the financial situation to improve in the full extent, it is necessary to open chains of shops in European countries. This entails the highest sales and benefit from realization. In the author's opinion, the quality of the goods "Milavitsa" doesn't differ from those of the others, and more likely it is much better, than in many known European companies on manufacture of female linen. In plans of the company the question on expansion of the communications, cooperation with many known European and world brands and, finally, an output on the international level is at the moment being considered. But for this purpose more stable situation in the currency market is necessary. If to see assortment, quality and elegance of the models presented in new collections, it's possible to come to the conclusion that many European women will prefer to get our production as it is convenient, it is interestingly executed, the design of linen is so unique, that, perhaps, it will be impossible to find so unique and not ordinary decisions in any other shops of female linen. It entails high profit, costs and the company "Milavitsa" will become one of the most demanded companies on manufacture of female linen.

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