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CONCEPTUAL PROBLEMS OF IMPLEMENTATION STRATEGIC ACCOUNTING

Abstract: Is made proposals for the concept of using strategic accounting in organizations, in accordance with the implementation of management tasks and sustainable development of enterprises, including financial and non-financial results of business activities. It is also recommended to organize strategic accounting with a differentiated methodology for each business field, retaining the inclusion in the accounting system of key indicators for achieving managerial goals and intentions for sustainable business development.

Keywords: strategic accounting, integrated reports, sustainable development accounting, performance accounting

JEL classification: M40, M41

Research aim: propose a concept for implementing strategic accounting in organizations.

Research novelty: a strategic accounting methodology was developed on the basis of assessments of sustainable development and managerial decisions of organizations.

Introduction

Methodological studies of the directions and functions of strategic accounting show that theorists have not yet presented a

specific concept that would summarize the scope of this type of accounting goals and the results expected from them. If, from the beginning, in the professional literature, strategic accounting was considered as a tool for the presentation of information reports for the realization of internal and external competitive goals of organizations [1], then today strategic accounting is considered as the most important means of accountability characterizing the sustainable development of organizations. which even receives its regulations according to international accounting standards [2].

On the other hand, if management accounting is mainly an information system representing a "trade secret" of organizational activities and does not publish its reports as a rule, then strategic accounting is a more open information system in terms of publicity and gives comments. not only in terms of business activity, but also in terms of non-financial results [3].

Research Results

The concept of strategic accounting needs to be made in such a way that it is accountable to the internal stakeholders of the organization and provides information containing "commercial secrets", and on the other hand, to provide accountability to the public and make its information public.

In this regard, we propose to apply such a structure of strategic accounting, that can satisfy the information requirements of both internal and external stakeholders of organizations, while ensuring publicity and confidentiality of competitive information (see Figure 1).

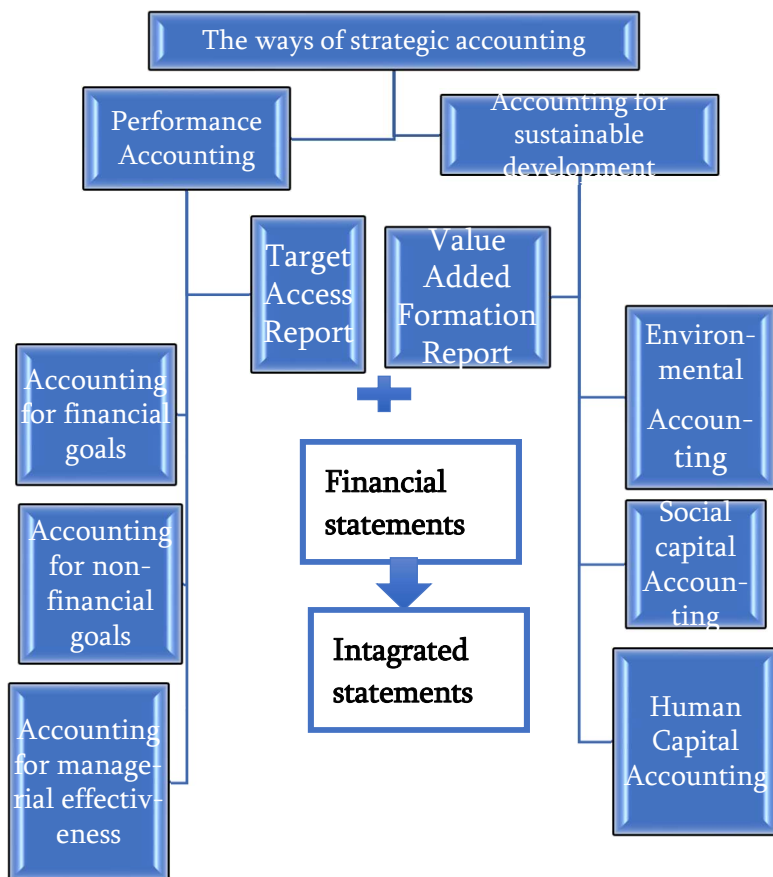


Figure 1. Strategic accounting proposed application framework¹

With its information mainly aimed at making decisions related to the foreseeable future, we recommend that strategic accounting be implemented in two key directions: accounting for the performance of the organization's managerial goals and accounting for the results of the organization's sustainable development.

¹ Composed by author

Moreover, if the results of the first direction can be partially publicized by the organizations, because they contain a certain commercial secret, then the proposed second direction of strategic accounting simply needs to be made public with its results [4]. Moreover, the main goal of strategic accounting for sustainable development is to provide information on the results of the organization's activities in terms of the creation of additional results for public and not private business reasons, which is realized in the report provided by the accounting conducted in that direction (see Figure 1).

We propose to integrate the strategic reports on the achievement of objectives and the formation of public additional value by organizations with the published traditional financial reports and to present an integrated (comprehensive) report that will satisfy both the private beneficiaries of business and the financial and non-financial circles of the general public information consumption expectations. Perhaps, professional literature mentions, the need to integrate financial and non-financial information [5], but such proposals are not systematic in nature, especially when they do not present ways of integrating similar information.

In the professional literature, ways of integrating non-financial and financial information in the system of strategic accounting are presented, particularly mentioning, that it is most applicable in the control system of economic activities [6]. The authors also express an opinion on the integration of non-financial and financial results of business to apply the structure of accounting for deviations.

In this case, the indicators represented by different non-financial indicators of economic activity are brought into a unified,

factorial form and thereby become comparable, subjected to double registration. Such an approach solves the problems of recording, measurability and accounting of the actual achievement of managerial non-financial goals, based on relative indicators.

In the professional literature, there is also an opinion to carry out a strategic accounting of the competitiveness of formations, in this case also using relative indicators. At the same time, using the coefficients, it is proposed not only to solve the problem of bringing financial and non-financial incomparable indicators into the field of comparability and to account for them with double registration [7], but also to implement a system of strategic accounting of organizations in the balance sheet of indicators of managerial goals in the following format:

$$\textbf{Actual Performance} = \textbf{Competitive Performance} + \textbf{Deviations}$$

Moreover, with this methodology, an attempt is made to evaluate and even calculate the effectiveness of the management system used in the organization, because the maximum limit of competitive indicators is marked at the level of 1.0, and the realization of their availability by each factor is represented by 1. with coefficients smaller than 0. And the more these factors move away from one another, the more ineffective the given sphere of management is. Therefore, it becomes possible to calculate the managerial efficiency of the organization's functions, considering it as the most important component of the strategic accounting system (see Figure 1).

The next most important goal of strategic accounting, from a public perspective, is the presentation of an added value report due to the sustainable development of accounting methods, which is

formed by organizing business activities based on the "environmental protection - social trust - effective management" chain. with current demand (ESG). Accounting of the results of sustainable development on the basis of environmental protection is proposed in the professional literature to be carried out by organizations taking and recording environmental obligations. In this case, in case of causing damage to the environment, the organizations are not limited to the environmental protection fees set by the state, but use "eco-drivers" at their own will, that is, environmental reserve fund formations that are applied at the expense of expenses. for measures to restore the damage to the surrounding environment as a result of business (forest planting, cleaning of water basins, provision of health care services to the workforce, etc.). Therefore, in such a case, a correlation is formed between the report on the financial condition of the organizations and the report on the financial results in terms of environmental activity [6].

In the report on the creation of additional value of organizations for public reasons, the reflection of the formation of human capital is also considered relevant (see Figure .1). In recent years, accounting system theorists suggest considering the number of employees involved in organizations as assets and presenting them in the form of human capital in the financial statement. Moreover, if the organization continuously implements the labor qualification process, then the resources spent in that direction are debited in the asset of labor resources, and with double registration, they are adequately credited in the human capital reflected in the financial statement [8].

Such an approach is based on the fact, that labor resources, according to the logic of a managed asset, also provide inflows of economic benefits for the organization, therefore, on the one hand, they should be valued and recorded as assets in the published reports, and on the other hand, adequately recorded as human capital.

And finally, in the strategic accounting reports of sustainable development of organizations, there is currently a requirement to record the formation of social capital due to business [9]. In the course of doing business, the good reputation of the organization is not limited only by the formation of goodwill. Having many external partners (investors, lenders, suppliers, buyers, etc.), and also establishing relationships with internal stakeholders (workers, technical staff, managers), the organization gains a reputation for trust through its perceptible and balanced activities, thereby increasing its the value of social capital, i.e. the value of trusted partner relations, the measurement of which theorists still do not agree.

Moreover, in the professional literature, it is recommended to carry out the accounting of receivables and credit-related debts in a normative manner by defining in advance the estimates of their formation [10]. And if there are positive deviations in these estimates, then it is emphasized that the level of trust of the organization's buyers and suppliers in the partnership environment has increased.

Conclusion

Thus, when forming the concept of the application of strategic accounting in organizations, we recommend the following approaches:

First, to clearly present the areas that are grouped according to the performance of managerial objectives and directions of sustainable development, including financial and non-financial results of business.

Second, to organize strategic accounting in each sector with a differentiated methodology, considering the characteristics of the accounting subject, but maintaining the inclusion of the key indicators of the achievement of objectives and sustainable business development into the accounting system.

Third, consider the presentation of financial and non-financial information as a basis for the preparation of integrated reports, thereby satisfying the requirements of internal and external beneficiaries of information in terms of private and public expectations.

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Գևորգ Մարտիրոսյան

Ասպիրանտ, Հայաստանի պետական տնտեսագիտական
համալսարան

ՌԱԶՄԱՎԱՐԱԿԱՆ ՀԱՇՎԱՌՄԱՆ ՆԵՐԴՐՄԱՆ ՀԱՅԵՑԱԿԱՐԳԱՅԻՆ ՀԻՄՆԱԽՆԴԻՐՆԵՐԸ

Բանալի բառեր – ռազմավարական հաշվառում, ինտեգրացված հաշվետվություններ, կայուն զարգացման հաշվառում, կատարողականի հաշվառում

Ռազմավարական հաշվառման ուղղությունների և գործառույթների տեսամեթոդաբանական ուսումնասիրությունները ցույց են տալիս, որ դեռևս տեսաբանների կողմից չի ներկայացվում կոնկրետ հայեցակարգ, որը կամփոփեր հաշվառման այս տեսակի նպատակադրումների և դրանցից ակնկալվող վերջնարդյունքների շրջանակը: Եթե, ի սկզբանե, մասնագիտական գրականությունում ռազմավարական հաշվառումը դիտարկվում էր որպես կազմակերպությունների ներքին և արտաքին մրցակցային նպատակադրումների իրագործման տեղեկատվական հաշվետվությունների ներկայացման գործիք, ապա այսօր արդեն ռազմավարական հաշվառմանը դիտարկվում են որպես կազմակերպությունների կայուն զարգացումը բնութագրող հաշվետվողականության կարևորագույն միջոց, որն անգամ իր կարգավորումներն է ստանում ՖՀՄՄ-ներով:

Հոգվածում առաջակություններ են արվում կազմակերպություններում ռազմավարական հաշվառման կիրառման հայեցակարգի ուղղությամբ, որոնց արդյունքում հստակ ներկայացվում են այն ոլորտները, որոնք խմբավորվում են ըստ կառավարչական նպատակադրումների կատարողականի և կայուն զարգացման ուղղությունների՝ ընդգրկելով գործարարության ֆինանսական և ոչ ֆինանսական արդյունքները: Առաջարկվում է նաև յուրաքանչյուր ոլորտում ռազմավարական հաշվառումը կազմակերպել տարբերակված մեթոդաբանությամբ՝ հաշվի առնելով հաշվառման սուբյեկտի առանձնահատկությունները, բայց, միևնույն ժամանակ, պահպանելով հաշվապահական հաշվառման համակարգում հիմնական ցուցանիշների ներառումը՝ բիզնեսի կայուն զարգացման մտադրություններին և կառավարման նպատակներին հասնելու համար:

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