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## **EVALUATING THE EFFECTIVENESS OF THE IMPLEMENTATION OF FINANCIAL AND INVESTMENT STRATEGIES OF INDUSTRIAL ENTERPRISE**

### **Abstract**

The article examines the effectiveness of implementing financial and investment strategies in industrial enterprises, emphasizing the need for multi-level evaluation tools in a rapidly changing economic environment. The study highlights that the implementation of financial and investment strategies is directly influenced by external market dynamics, technological shifts, and organizational capabilities. The author systematizes existing scientific approaches to evaluating enterprise development and argues that traditional assessment models—based solely on financial indicators or integrated indexes—are insufficient for modern industrial enterprises.

Special attention is given to the specifics of agricultural machine-building enterprises, whose development depends not only on internal efficiency but also on external factors such as access to financial resources, market fluctuations, and innovation adoption. The article stresses the importance of linking enterprise development indicators with the indicators of financial management effectiveness and adjusting such evaluations to reflect positive or negative environmental influences.

The author proposes the formation of a multi-indicator evaluation system that integrates:

- (1) indicators of external environment dynamics,
- (2) indicators of enterprise development,
- (3) indicators of financial support alignment with development needs, and
- (4) indicators of the effectiveness of financial and investment management.

This system is closely connected with enterprise development management processes and supports continuous improvement of financial decision-making. The multi-indicator approach ensures a more accurate assessment of strategic financial management, enabling enterprises to identify development reserves and optimize financial support mechanisms.

Keywords: financial support, financial architecture, investment strategy, industrial enterprise, development management, evaluation system.

### **Introduction**

The most important stage of managing the financial support for the development of agricultural machine-building enterprises is assessing its effectiveness, which provides grounds for determining whether the management was effective enough to achieve the set goals or the management system needs improvement. A feature of assessing the effectiveness of managing the financing of the development of agricultural machine-building enterprises in the information economy is the dependence of the process and assessment criteria on the dynamics of the external environment. The process of enterprise development itself is carried out in conditions of external environmental influences, which can be favorable and unfavorable. Therefore, the effectiveness of the development of the enterprise in general and its financial support in particular depends on how effectively favorable opportunities were used and negative influences were overcome, and not simply as an absolute or relative increase in any one indicator. Therefore, a multi-indicator system for assessing the effectiveness of managing the financing of the development of agricultural machine-building enterprises in the information economy is needed.

## Literature Review

A separate direction for solving this problem is to assess the effectiveness of the development of machine-building enterprises in the information economy in all areas using a balanced scorecard. Thus, I. A. Demidova proposes to calculate an integral indicator, which, in addition to innovative, marketing, technological and personnel, also takes into account the impact on the efficiency of the financial and resource factor. Moreover, the factors of the internal and external environment of the enterprise and the place of formation of information on these factors that affect the development of a machine-building enterprise differ. At the same time, the universality of this approach determines its shortcomings, since most aspects of financial management and the peculiarities of agricultural machine-building are not taken into account.

S. Barantseva and V. Bazyuk also considered the assessment of the effectiveness of financial resource management as a component of the overall assessment of the effectiveness of enterprise development, which includes, in addition to financial, commercial, information and personnel processes. To assess the efficiency of financial processes, it was proposed to use such indicators as return on equity, revenue growth rate, liquidity ratio, return on investment capital. Positive changes in these indicators are considered as achievements in development, and negative changes indicate a dangerous situation. This approach ignores the features of the external environment and the need to assess the effectiveness of development in the context of changes that create positive opportunities for development or vice versa, overcoming which requires additional efforts.

L. M. Dokienko also suggests assessing the effectiveness of financial management by the financial service of the enterprise using a balanced scorecard, but simultaneously with assessing value-oriented management from the owner's perspective. At the same time, it is proposed to use the profitability of innovations, assets and equity, profit before mandatory payments, net cash flow and cash flow of return on invested capital as the main indicators. In general, the approach proposed in is based on finding a compromise between assessing the effectiveness of the enterprise through market value added and economic value added, as well as taking into account cash flows. Among the shortcomings, it should be noted that insufficient attention is paid to assessing the effectiveness of financial management in the context of enterprise development, including development in the information economy.

A separate interesting direction of analysis of the development of an industrial enterprise, including its financial support, is the stress management system proposed by F. Gonchar. This takes into account the level of inaccuracy of information, risks and threats of undesirable deviations from planned indicators, including financial support for the development of the enterprise. However, the use of this system in practical activities to assess the effectiveness of financial support for the development of an agricultural machine-building enterprise is problematic due to insufficient specification of indicators and their compliance with the characteristics of agricultural machine-building.

The arguments of O. S. Grigorenko are valuable, who believes that the existing accounting system of Ukrainian enterprises does not allow for adequate assessment of the development of the enterprise due to theoretical, methodological and regulatory limitations. The main conclusion from this study is that, in addition to accounting indicators, it is necessary to use other sources and methods of assessment to obtain reliable estimates of the effectiveness of financial support and development of an engineering enterprise.

Improving approaches to assessing the financial efficiency of an enterprise by modernizing the financial results report is proposed by T. Yu. Melnyk.

At the same time, the main direction of improvement is to bring domestic reports into line with the forms adopted in international standards for auditing and controlling financial results. It should be noted that the issue of assessing the development of the enterprise is not sufficiently considered.

T. V. Androsova, V. O. Kozub and O. A. Kruglova propose to carry out a continuous assessment of the financial efficiency of the enterprise by monitoring such indicators as gross profit, financial result before tax, net financial result, retained earnings. At the same time, special attention is

paid to assessing the effectiveness of using financial results, that is, creating financial security at the expense of the enterprise's own funds. The main disadvantage of this approach is the lack of connection between financial efficiency and the overall development of the enterprise.

Of particular note is the study by V. A. Tkachenko and Z. S. Pestovska, who proposed to consider the financial needs of a machine-building enterprise by dividing them into three subsystems: the receivables management subsystem, the payables management subsystem, and the inventory management subsystem. For each of these subsystems, V. A. Tkachenko and Z. S. Pestovska proposed performance indicators, on the basis of which a general indicator of the effectiveness of management of the satisfaction of the financial needs of the enterprise can be obtained. This approach is quite promising, but it should be noted that the assessment of the effectiveness of financial needs management in it is weakly related to the development of the enterprise. In addition, for use at domestic machine-building enterprises of agricultural machinery, this approach requires significant adaptation to their characteristics.

Yu. E. Bezugla [98] believes that the effectiveness of financial support of a machine-building enterprise in terms of its development should be assessed through an assessment of the effectiveness of its financial restructuring.

### **Methodology**

This assessment of effectiveness is based on the calculation of indicators of the following groups: indicators of the property status of the enterprise, indicators of the structure and efficiency of the use of current assets, indicators of the capital structure, liquidity and financial stability of the enterprise, indicators of business activity, as well as indicators of profitability. As the main drawback of this approach, it should be emphasized the lack of connection with the goal of the development of the machine-building enterprise and the criteria for its achievement.

So, in general, we can conclude that researchers of the effectiveness of management of financing for the development of enterprises in the conditions of the information economy considered only individual components of this problem, mainly without establishing connections between the assessment of general development and the effectiveness of the management of financial support necessary for this, as well as without taking into account the characteristics of individual industries, primarily agricultural machine-building. Also, the assessment of the financial system of the enterprise was mainly carried out either by calculating a set of financial indicators, or by combining them into one integral indicator, without creating a system that would take into account their relative importance and connection with the development of the enterprise in the conditions of the information economy. Therefore, there is a need to develop a multi-indicator system for assessing the effectiveness of management of financing for the development of enterprises, which should meet the following requirements:

- to be based on key indicators of the development of an agricultural machine-building enterprise, which are important both for characterizing the global development of the enterprise and for assessing the effectiveness of financial management;

- to reflect the relationship between the indicators of the development of the enterprise and the indicators of the effectiveness of its financial management in dynamics;

- to take into account the peculiarities of the external environment in which the development of the agricultural machine-building enterprise is carried out and to assess the effectiveness of the development of the enterprise and the management of its financial support with adjustments for positive or negative external influences.

A feature of the construction of a multi-indicator system for assessing the effectiveness of management of financing for the development of agricultural machine-building enterprises is its close connection with the development management system of the agricultural machine-building enterprise and the system for improving the management

business processes of the agricultural machine-building enterprise. These systems are necessary for coordinating the management of financial support for development with the development of the enterprise itself and for improving the management system of the enterprise as a whole and financial support in particular based on the results of assessing the effectiveness of management of financial support for the development of the agricultural machine-building enterprise.

The multi-indicator system for assessing the effectiveness of management of financing for the development of agricultural machinery enterprises includes the following groups of indicators:

- indicators of external environment dynamics;
- indicators of enterprise development;
- indicators of compliance of financial support with development needs;
- indicators of the effectiveness of management of financing for the development of the enterprise.

First of all, when assessing the effectiveness of financial support management, a study of the effects on the development of the external environment is carried out. This function is subordinate to the management system for the development of an agricultural machinery enterprise and is based on indicators of the dynamics of the external environment of an agricultural machinery enterprise.

When studying the dynamics of the external environment that has an impact on the development of an agricultural machinery enterprise, it is proposed to consider the following influential factors:

- changes in the volume of sales of products on the world market of agricultural products;
- changes in the volume of sales of products on the Ukrainian market of agricultural products;
- changes in the profitability of agricultural producers;
- changes in the availability of credit for agricultural producers for the renewal of fixed assets;
- change in prices for raw materials for the machine-building industry, primarily for metallurgical production products;
- change in the cost of attracting financial resources in Ukraine;
- change in the indices of accessibility of external markets for agricultural machine-building products, primarily in neighboring countries (both due to changes in official customs and tax barriers and taking into account the political component);
- change in the competitive position of the enterprise in terms of price characteristics due to fluctuations in exchange rates;
- change in the competitive position of the enterprise in terms of product quality characteristics and its consumer properties.

Each of these factors influences individual areas of development of the agricultural machine-building enterprise. Thus, each factor of the dynamics of the external environment is characterized by a change in time and weighted characteristics of the impact on each area of development of the enterprise.

In turn, the dynamics of the development of the agricultural machine-building enterprise is assessed through the corresponding development indicators, which are proposed to be grouped by areas:

- improvement of machine-building agricultural products produced by the enterprise;

expansion of sales volumes and sales markets of products manufactured by the enterprise;

improvement of the quality of enterprise management;

improvement of the financial results of the enterprise.

That is, development that requires appropriate financial support is proposed to be divided into management development, product quality development, sales development and financial results development. The final goal of any development of an economic entity is the development of financial results, that is, maximizing profit or market value of the enterprise.

### **Analysis and Discussions of the Empirical Results**

#### *Descriptive Analysis*

Regarding the genders of the respondents in this study, they are male 30.3% and female 66.8%. The perceived importance level of CSR Strategies of the generation Y in Thailand is shown in Table 1.

Table 1: The Importance Level of CSR Strategies

CSR Strategies	Mean	Standard Deviation
Fair Pricing of Products/Services	4.09	0.84
Providing Information Clearly to Customers	4.15	0.82
Developing Health-Friendly Products	4.14	0.88
Developing Environmentally Friendly Packaging	3.98	0.88
Conducting Responsible Advertisement	3.92	0.88
Fair Wages/Compensations for Employees	3.78	0.87
Improving Employee Benefits and Welfares	3.72	0.79
Promoting Employee Training and Development	3.76	0.85
Providing Advancement Opportunities for Staff	3.85	0.88
Encouraging Staff Participation in Organizational Development	3.79	0.83
Encouraging Communication between Staff and Management	3.80	0.92
Providing Scholarships for Staff	3.51	0.99
Promoting Employee Stock Ownership Programs	3.48	0.99
Promoting Staff Work Out Programs	3.14	0.99
Promoting Meditation Practices for Staff	3.15	0.99
Incorporating Social Activities into Staff Performance Evaluation	3.45	1.00
Conducting Community Development Programs	3.61	0.85
Encouraging Staff to Transfer Skills/Knowledge to Public	3.59	0.92
Supporting Campaign in Community Skill Development	3.76	0.93
Promoting Sport Activities for Community.	3.28	0.94
Donating Cash/Assets to Public	3.38	0.98
Providing Scholarships for Public	3.56	0.98
Promoting Meditation Practices to Public	3.07	1.04
Encouraging Consumption of Recycled Products	3.55	0.98
Sponsoring Charitable Foundations	3.39	0.96
Fair Pricing of Products/Services	4.09	0.84
Compliance with Environmental Regulations.	4.22	0.86

Table 1: The Importance Level of CSR Strategies (cont.)

Promoting Human Rights Activities	3.66	0.96
Reducing Pollution to Environment	4.41	0.80
Reducing Energy Consumption	4.12	0.85
Promoting Renewable Energy Consumption	4.09	0.84
Using Environmental Friendly Materials for Production	3.94	0.95
Promoting Environmental Protection Programs	3.92	0.90
Sourcing Raw Materials from Environmentally Friendly Suppliers	3.81	0.80
Fair Trade Policy with Suppliers	3.69	0.88
Environment Development Programs with Suppliers	3.76	0.87
Transferring Knowledge/Skills to Suppliers	3.60	0.86
Transparent Disclosure of Information	4.16	0.87
Developing Relationships with Investors and Shareholders	3.78	0.87
Generating Appropriate Returns for Shareholders	3.83	0.90
Fair Competition Practices	3.98	0.90

*Note:* 1= Least Important, 5=Most Important

It appears that the most important strategy is Reducing Pollution to Environment Companies that create such value for society often get largely attention from the public and Gen Y as this young generation pays heavy attention to the natural and environment savings. They have significant awareness in natural preservation and protection. Especially in Thailand, natural resources are extremely important to people's living standards, earnings and economic growth. This is because their lifestyles and professions are always connected to natural environments such as agriculture, farming and plantation. All of which depend heavily upon unpolluted environment. Therefore, pollution management and control have gained very high attention.

But in strategic management, management development, product development and sales development are also important, which may not have a direct and quick return, but in the long term lead to improved financial results.

The direction of "development of the quality of products of an agricultural machine-building enterprise" includes improving the consumer characteristics of agricultural equipment manufactured by the enterprise, its quality, reducing cost due to improved technologies and the use of more modern equipment, improving the qualifications of production personnel, etc.

The direction of "management development" involves accelerating the adoption of management decisions, increasing their validity, increasing the qualification of management personnel, improving the organizational structure, simplifying business processes, etc.

The direction of sales development is both a simple increase in sales volumes and expanding the range, creating new representative offices, entering the markets of other countries, forming stable relationships with large regular consumers of agricultural machinery products.

Finally, the development of financial results is an increase in profit before mandatory payments, net profit, growth in the market value of the enterprise, profitability.

Each of the development directions is influenced by external environmental factors. The influences can be both negative, preventing the achievement of planned development indicators, and positive, ensuring the improvement of indicators even without taking the necessary measures. Taking into account these external influences makes it possible to more adequately assess the development of an agricultural machinery enterprise and to take into account what share of this successful development or, conversely, failures in development

activities is ensured by effective management, and what share is ensured by favorable or unfavorable conditions.

### **Conclusion**

It was established that to assess the effectiveness of financial management, it is necessary to take into account the relationship between the indicators of enterprise development and indicators of the effectiveness of its financial management in dynamics; to adjust the assessment for positive or negative external influences. To solve this problem, a multi-indicator system for assessing the effectiveness of enterprise development financing management has been developed, which is based on sets of key indicators of the development of an agricultural machine-building enterprise and the financial support necessary for this development, thanks to which an analysis is carried out in the dynamics of both the global development of the enterprise and the management of the financial support necessary for development, which makes it possible to develop measures to improve the financial management system of a machine-building enterprise.

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