

WORKING CAPITAL AS A MULTI-FORMAT PROCESS FOR ENTERPRISE MANAGEMENT IN MODERN PRODUCTION

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Abstract: The article discusses the methodology of working capital management in an enterprise in a competitive environment, the introduction of advanced IT technologies that identify hidden resources and potentials, streamline and optimize production processes to improve operational production management.

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In the course of market reforms, large domestic industrial enterprises, through the separation of auxiliary industries into subsidiaries, as well as horizontal and vertical integration with other enterprises, were transformed into holdings, which are a set of economic entities connected by a single technological process, but at the same time endowed with a certain independence.

If in a single enterprise the problem of optimizing the inventory level of individual units was solved within the framework of the general task of managing the production working capital of the enterprise as a whole, then in the conditions of a purchasing organization with centralized warehouses it did not require taking into account external factors of their formation and was not connected with the management of working capital of the enterprise in general, with the legislative separation of auxiliary branches (service farms), industrial enterprises have at their disposal capital and up to stupid to the various sources of supply, the question of the management methods, not only the physical stock levels in these units, but also the current assets, part of which they are.

It can be noted that in order to study methodological approaches to working capital management, first of all, the history of the development of the theory of working capital management was analyzed and the researchers involved in this branch of knowledge were named. In addition, some dissertational studies that were close to the topic of the study were indicated.

Next, the goals and objectives of working capital management were formulated, and their wording was considered in the framework of logistic, regulatory approaches, as well as from the perspective of financial management. In addition, signs of the classification of problems in the theory of working capital management and the procedure for developing an algorithm for managing working capital are given. Of the many working capital management systems described in modern economic science, the study considers those that are of interest in the context of the problem of managing production working capital at auxiliary production facilities of metallurgical holdings.

Logistic systems for working capital management with a fixed order size, with a fixed time interval between orders, with a given frequency of replenishment to a constant level of "minimum-maximum", as well as a number of authoring systems are analyzed. All systems were analyzed for their advantages and disadvantages, as well as applicability in the industry under study. Research indicates the need for selective governance.

Modern IT support is a combination of various IT used in the economic activity of a machine-building enterprise, the balanced integration of which on the basis of the corresponding software product and hardware provides the necessary competitiveness of the products.

The development of adequate IT support is a rather complicated and expensive process, and also requires a thorough approach and skills for its implementation. Traditionally, in the field of IT, the implementation of such projects involves the completion of the following main stages:

- Predesign (setting goals and objectives, examining and implementing the current situation, determining the necessary reorganization);
- Design (engineering, selection of necessary resources, hardware, software, implementation);
- Post-project (operation and maintenance).

It is practically impossible for a machine-building enterprise to solve such a problem on its own, and the choice of the optimal configuration is a determining factor for the success of the implementation. This requires taking into account the whole variety of factors of the external and internal environment, as well as determining a reasonable price-quality ratio taking into account long-term development goals.

Improving IT support in accordance with our understanding should be carried out in stages within the framework of the general program, on the basis of which a competitive strategy of engineering enterprises is developed.

Summarizing modern approaches and views on theory, concepts and practice, it was determined that the operational management of competitive production at a machine-building enterprise, as a specific production management subsystem based on adaptive IT support, integrating and coordinating the current tasks of the functional subsystem units for the rational distribution of production resources in the organizational, economic, temporal and spatial horizons of the deployment of technological capacity and equipment, which is interconnected with the implementation of long-term and medium-term prospects, goals and directions of development of a machine-building enterprise are focused on the production of popular products.

At the first stage of the implementation of the proposed study of the conceptual approach, a survey is carried out of the engineering enterprise, its organizational and functional structure, the achieved development level and the forecast of future vision, taking into account the influence of various factors of the external and internal environment. This makes it possible to select IT-software that optimally meets the objectives of improvement.

The second stage involves the development of an organizational and economic model focused on a system of interconnected use of key principles, methods, tools, forms and processes of operational management of the competitive production of machine-building enterprises.

The third stage is to develop practical recommendations for improving operational production management, in particular, for implementing and adapting selected IT maintenance to support the implementation of the competitive strategy of engineering enterprises based on a combination of long-term, medium-term and short-term planning, organizing the production of functional subsystems by establishing balanced relationships, motivation, personnel management, controlling.

Thank you for your attention!