

**Zhetysu university named after I.Zhansugurov**  
**Temirgalieva Madina**  
**1st year master's student**  
**PROBLEMS AND PROSPECTS FOR DEVELOPMENT OF**  
**BUSINESS PLANNING IN KAZAKHSTAN**

The process of financial business planning at Kazakhstani enterprises proceeds in conditions of economic instability and the absence of clear development prospects. The most characteristic drawback of the financial plans being drawn up is the weak involvement of specific performers in the budgeting and management (decision-making) process, the complexity of the formation of a flexible system for assessing the performance of structural units (workshops, departments, services, etc.)

Financial planning problems at Kazakhstani enterprises are determined by the following provisions:

- enterprises are involved in a continuous development process, the speed and direction of which can vary in relation to the individual goals of the organization's development;
- each enterprise brings its own development experience into such a process;
- the enterprise interacts with the business environment.

Let us turn, first of all, to the problems associated with the organization of the financial planning system. As the domestic experience of financial planning shows, out of the entire set of problems associated with the organization of financial planning: 5% - problems of complexity of plans, 10% - problems of financial feasibility, 15% - problems of the relationship between long-term and short-term plans; 20% - problems of transparency of plans for management; 20% - problems of efficiency of drawing up plans; 30% - the reality of financial plans.

The most important problem in this area is the reality of the formed financial plans [1, p.45]. Indeed, real and effective management of the company is possible only if there is a reasonable plan for a sufficiently long period of time - a year, 3 years. The unreality of plans is caused, as a rule, by unreasonable planning data for sales, the planned share of cash in the calculations, underestimated maturity of accounts receivable, inflated needs for financing (costs of departments for maintenance, capital repairs, general business expenses, etc.). As a result, obtained at the cost of considerable effort, the plans are not a real management tool, which is carried out as before - through the subjective distribution of working capital for various current items. One of the key reasons for this fact is the functional fragmentation of the departments involved in the preparation of financial plans.

The second most important problem is the speed of drawing up plans. Even a well-designed plan becomes unnecessary if it is late for the set time. So the monthly plan, approved by the end of the second week, raises doubts about its practical benefits from the very beginning. The reasons for the low efficiency: the lack of a clear system for the preparation and transmission of planned information from department to department, the need for lengthy procedures for iterative approval of plans, lack and unreliability of information.

These two problems inevitably cause a third - the transparency of plans for management. This is a natural consequence of the lack of clear internal standards for the formation of financial plans [2, p.145].

The lack of a sequence of operations going through all departments and with the goal of meeting the management's needs for a management tool - a financial plan, leads to a gap between long-term financial plans (for example, 1 year) from short-term ones (month, week). Short-term plans are formed according to their own laws, and have the goal of distributing the scarce working capital of the enterprise in areas and projects, the leaders of which managed to knock out resources from the general and his deputies. Of course, now there are enterprises where this problem has been largely resolved, but for most of them it continues to be relevant.

Let us note two more problems - the feasibility of plans and their complexity. The feasibility of plans is understood as their feasibility in terms of providing the necessary financial and material resources, the absence of deficits. The practice of the work of Kazakhstani enterprises shows that very often financial plans with a deficit of up to 30-60% are accepted for execution. No comments are needed here. The complexity of the plans means that in addition to the plan for income and expenses, beloved by all employees of the financial departments, real plans for profit and loss, change in debt, and a planned balance are also needed. All these plans should be formed in a form that is convenient for managers.

Additionally, it should be noted that for the majority of Kazakhstani enterprises, the main parameters when drawing up an annual plan are revenue, cost and profit. Of course, these are the key performance indicators of any enterprise. However, at the same time, indicators such as return on equity, return on assets, asset turnover, financial strength, and the rate of economic growth of the company are not considered and analyzed. Very often, at the enterprises the planned balance is not formed and its structure is not analyzed, the dynamics of changes in financial stability and liquidity is not predicted. The absence of such an analysis at the stage of long-term planning significantly reduces its effectiveness as an enterprise management tool.

The financial plan will only be a real tool for managing the company when its implementation can be monitored promptly. This requires factual information. This is where we need to address the problems of management accounting, which are just as acute for enterprises.

The key problems in the field of management accounting are the low reliability and efficiency of the data obtained: every financial director or chief accountant wants to have operational information on cost and profit, but what is available does not satisfy them. These problems are due to various reasons: this is the lack of promptness in obtaining primary accounting documents, the territorial remoteness of enterprise divisions, communication problems, inconsistency of the analytical accounting system with management tasks, lack of human and material resources, etc.

Oddly enough, the problem of automation itself is not as acute as it is commonly believed. The fact is that the main problems lie in the development of the concept of the management accounting system, its adequate perception by all

stakeholders in the enterprise. In second place is the presence of formalized accounting processes. It should be noted here that the most elaborated are the processes of production and accounting. The processes of operational financial accounting are not regulated by the state, and their elaboration is entirely entrusted to the enterprise. Often this raises the problem of inconsistency between accounting procedures and registers of operational and accounting [3, p.95].

Many of the reasons for this state of affairs in the field of financial planning and control, management accounting lie in the shortcomings of the traditional functional organization. These disadvantages include: lack of focus on the end result, loss of information and its distortion during transmission, problems at the junctions between functional departments, internal political struggle, excessive length of procedures for agreeing decisions, duplication of functions, dilution of responsibility, etc. Of course, the functional management structure has its own advantages, but the world experience of recent decades shows that the standards being developed for integrated planning and enterprise management (etc.) are becoming more and more process-oriented. The ultimate goal is to synchronize the activities of the enterprise with the needs of the consumer, which ensures the competitiveness of the enterprise. To improve the efficiency of activities, to strengthen the client orientation of the enterprise, it is necessary to use new management standards, in particular, the process approach to the organization of activities.

The main concept of the process methodology is the business process, i.e. purposeful sequence of operations (functions) and events. An example of a business process is the process of forming a comprehensive financial plan. It is obvious that practically all divisions of the enterprise take part in solving this problem, of which the sales, production and supply divisions and, of course, the financial service play a key role.

What you from clearly describing the process prevents, identifying bottlenecks, losses, reasons for ineffective work? This is real. You can deal with the description and optimization of processes using elementary tools at hand (text description, tables). However, this will take a lot of time and resources. You can use specialized tools such as the ARIS Toolset modeling environment. The main thing to understand is that by obtaining a process model, we can identify most of its shortcomings and try to eliminate them by proposing new, more efficient process models. At the same time, we are working on a model, and not on a real object, which reduces the risks of unreasonable, economically unprofitable decisions.

### **Literature:**

1. Anti-crisis management: Textbook. Ed. EM. Korotkov. M.: INFRA-M, 2003 .- 245 p.
2. Lyapunov S.I. Business planning. - M.: Finance and statistics, 2003 - 669 p.
3. Moiseeva N.K., Aniskin Yu.P. Modern enterprise: competitiveness, marketing, renewal. - M.: Vneshtorgizdat, 2004 .-- 312 p.