

# Formation of the financial planning system of an enterprise under conditions of uncertainty

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The problems of financial planning of an enterprise are considered in the article. In modern conditions, each enterprise should be guided by the principles of self-reliance and self-financing, which increases the requirements for the validity of the formation of financial plans in order to increase the efficiency of the use of financial resources.

The aim of the article is to develop theoretical and methodical aspects of financial management, based on a systematic approach to financial planning at the enterprise for improving the quality and efficiency of their management.

Particular attention is paid to the essence and principles of financial planning. It is determined that financial planning at an enterprise is a set of interconnected processes that determine the future needs for financial resources necessary for the implementation of the chosen market strategy, as well as substantiation of the optimal directions of their involvement.

It is investigated that in practice of the majority of Ukrainian enterprises the processes of financial planning and budgeting are ineffective for several reasons: conceptual errors, inconsistency with the process of strategic planning, technological limitations of the instrument chosen for the implementation of financial planning. There is an incorrect assessment of absolute and relative indicators of the company's activity, which is reflected appropriately in the process of planning financial stability. There are a number of deterrent factors that negatively affect financial planning, in particular the high degree of uncertainty in the market, limited financial

capacity for sound financial development. The most important problem in the field of financial planning is highlighted – to ensure the validity of the financial plan, its realism.

The presence of these problems suggests the need to develop and apply fundamentally new approaches to financial planning under uncertainty. In order to ensure efficient management of financial resources of enterprises, the creation of an adaptive financial planning system that is flexible in terms of the implementation of financial plans and methods for its practical use based on the implementation of the latest information technologies is becoming increasingly relevant.

The principles of financial planning are defined, which allow to coordinate the levels of planning and the effectiveness of the operation of the entire financial planning system. It is proposed to create a system of financial planning at three levels: strategic, tactical and operational.

Therefore, for successful financial planning and control, it is necessary to establish a mutually dependent system of key indicators covering all levels of government and their target values. For the strategic level of financial planning and control, the following indicators are required: company value, sales profitability, rate of urgency (fast) liquidity. A key indicator for the tactical level is the ROI (PI) to determine the project to be implemented. At the operational level, special attention should be paid to financial planning and control of the resulting cash flow (calculated on the basis of the cash method) for a period up to a year.