

UDC 657.3

**Mullinova Svetlana Aleksandrovna**

PhD Econ., associate professor of accounting FGBOOU WAUGH «Kuban state agricultural university of I. T. Trubilin», Krasnodar

e-mail: s.mullinova@mail.ru

**Zherdeva Oksana Viktorovna**

PhD Econ., associate professor of accounting FGBOOU WAUGH «Kuban state agricultural university of I. T. Trubilin», Krasnodar

e-mail: ksenia184@yandex.ru

## INCREASE IN THE IMPORTANCE OF DATA OF THE BALANCE SHEET AT ADOPTION OF MANAGEMENT DECISIONS

*Табысты бизнес үшін экономикалық субъектінің қаржылық және мүлктік жағдайын сауатты басқару қажет және бұл жағдайды жүйелі бағалау қажет. Бухгалтерлік теңгерім басқару шешімдерін қабылдау үшін ғана емес, сонымен қатар маңызды ақпаратты алуға мүмкіндік береді. Мақаланың мақсаты балансты ұйымның меншік мемлекетінің монетарлық шарасы ретінде және оны қалыптастыру көздері ретінде белгілі бір мысалда зерттеп жатқан ұйымның қаржылық жағдайын анықтау, сондай-ақ оларды жетілдіру жөнінде ұсыныстар жасау болып табылады.*

*Түйінді сөздер:* баланс, бағалау, болжау балансы, қаржыландыру көздері, коэффициенттер, басқару шешімдерін қабылдау.

*Для успешного ведения бизнеса необходимо грамотно осуществлять управление финансовым и имущественным состоянием экономического субъекта и регулярно производить оценку этого состояния. Бухгалтерский баланс позволяет получить значительный объем информации для принятия управленческих решений и не только. Цель статьи – исследовать бухгалтерский баланс как денежный измеритель состояния имущества организации и источников его образования на конкретном примере, определить финансовое состояние исследуемой организации, а также внести предложения по их совершенствованию.*

*Ключевые слова:* бухгалтерский баланс, оценка, прогнозный баланс, источники финансирования, коэффициенты, принятие управленческих решений.

*For successful business it is necessary to exercise competently control of a financial and property condition of an economic subject and to regularly make assessment of this state. The balance sheet allows to obtain the considerable volume of information for adoption of management decisions and not only. Article purpose – to investigate the balance sheet as the monetary measuring instrument of a condition of property of the organization and sources of its education on a concrete example, to define a financial condition of the studied organization and also to make offers on their improvement.*

*Keywords:* balance sheet, assessment, expected balance, financing sources, coefficients, adoption of management decisions.

Thorough study of articles of balance gives understanding of what the reasons of the achieved success or shortcomings of work of the organization consist in, allows to plan ways of further improvement of activity of the company. So, internal users can use data of accounting and expected balances for management, including for development and the organization of important management decisions.

The expected balance and the report on its execution are the main forms of the internal administrative reporting and take the important place in a budgeting system of the organization. Management of the company often needs to know how these or those dynamic processes in structure of balance affect results of their activity and a financial state in general, they (heads) have to be informed by all necessary information and are ready to possible change of conditions. It can be provided by short-term and long-term planning. Such forced planning

including various plans, estimates and budgets is called budgeting. Budgeting as process, consists of the following structural elements: a) implementation of the analysis of strategic aspects of activity, both for long-term, and for short-term planning; b) formation of plans; c) development of budgets and estimates. Budget planning (budgeting) is based on drawing up a system of the interconnected budgets (estimates) where the balance sheet in the form of settlement (expected) occupies importance along with the budget of income and expenses, the budget of cash flow [2; 4].

The expected balance is the type of the budget necessary for planning and control of the movement of all types of assets and liabilities of the organization. Its form is, as a rule, similar to a form of the balance sheet. Differences from accounting can consist only in analytics of representation of assets and liabilities and also in purpose of drawing up, the purpose of estimated (expected) balance is in

showing how the cost of the organization and the provision of its affairs in result of implementation of the concrete business solution or the project will change. The expected balance is often applied to control of future financial stability of an economic subject and also to establishment of target values under the separate articles of balance. For example, for determination of the maximum size of current

assets, receivables, the acceptable level of accounts payable. Therefore its drawing up is considered important aspect in structure of administrative activity of any organization [4; 11].

So, we will analyse structure of balance of JSC «Krasnodar Plant XXX», using these tables 1, given below.

**Table 1 – Assessment of liquidity of balance, thousand rubles**

Asset			Passive			Payment surplus (shortcoming)	
	2015 г.	2016 г.		2015 г.	2016 г.	2015 г.	2016 г.
A1	10105	12652	II1	45318	167444	-35213	-154792
A2	90777	122469	II2	105021	212082	-14244	-89613
A3	204498	225981	II3	329311	239202	-124813	-13221
A4	270697	368799	II4	96427	111173	-174270	-257626
Balance	576077	729901	Balance	576077	729901	–	–
Current liquidity						-49457	-244405
Perspective liquidity						-124813	-13221

For descriptive reasons further we will present structure of balance of JSC «Krasnodar Plant XXX» for the analyzed period in figure 1 and we will formulate intermediate conclusions.

The payment shortcoming on assets of the first group (-154792 thousand rubles) testifies to a lack of money and short-term financial investments because of the increased accounts payable, at the same time the shortcoming grows in dynamics (relatively 2014) that indicates possible problems of the organization for a covering of the most urgent obligations (accounts payable) at the expense of the most liquid assets.

The lack of the second group of the fast-realized assets (receivables) which also in dynamics increased by 6 times in connection with increase in urgent obligations up to 212082 thousand rubles indicates problems with a covering of obligations for the short-term credits and loans, using only receivables.

Due to the reduction of a share of long-term obligations of the JSC «Krasnodar Plant XXX» organization in 2016 up to 239202 thousand rubles the payment shortcoming on the third group of assets (stocks, the VAT, other current assets) made -13221 thousand rubles that also speaks about difficulties of a covering of long-term obligations at the expense of the corresponding group of assets. It should be noted that in connection with partial repayment of the long-term credit the payment lack of the organization in 2016 is significantly lower than a lack of 2015 (-124813 thousand rubles), however the problem still remains that can

negatively affect a financial condition of an economic subject [10, p. 581].

The payment surplus on the fourth group of assets which significantly grew relatively 2015 and in reporting year was 257626 thousand rubles demonstrates that non-current assets in the organization are financed not only by equity, but also by external sources for the surplus sum that is characterized negatively in terms of financial stability of the subject of managing.

Also current liquidity in reporting year was -244405 thousand rubles that speaks about insolvency of the JSC «Krasnodar Plant XXX» organization on the next to the considered moment to a period. The perspective liquidity of society in 2016 was at the level of -13221 thousand rubles and showed the forecast of insolvency on the basis of comparison of future receipts and payments.

Thus, having compared the allocated groups of assets and obligations (table 1), it is possible to claim that any of inequalities is not observed, therefore, the balance absolutely liquid cannot be considered.

Carrying out the coefficient analysis which is carried out on the basis of indicators of the balance sheet in the JSC «Krasnodar Plant XXX» organization (table 2) investigated by us will be the main stage which will allow us to approach adoption of right management decisions and construction on their basis of «qualitative» expected balance.

As we see from data to the table given above in 2016 all calculated coefficients did not meet the standard standards. It can affect further activity of an

economic subject and demands adoption of management decisions by managers of the organization for an exit from current situation [7, p. 157].

Own means of the organization for 2016 made 111173 thousand rubles or 15,23 % of all sources of financing. Minimum admissible share of equity depends on structure of assets of the organization, a ratio of non-current and current assets. The share of non-current assets is higher, the more it is necessary for operation of machines, the equipment, rooms (i.

e. the more capital productive production), the more there has to be an equity share. Considering typical for the industry "Production of machines and equipment" structure of assets, the equity share not less than 40 % is normal (it is desirable – 50 %). For JSC Krasnodar Plant XXX the optimum share of equity calculated according to the balance sheet the last day of the analyzed period makes 55 %, minimum – 45 %. At the current structure of assets of the organization it is necessary to focus on these percent at adoption of financial decisions.

**Table 2 – Coefficients of solvency and liquidity**

Coefficients	2014	2015	2016	Change (+; -) 2016 by 2014
Financial independence	0,2	0,2	0,2	–
Concentration of the loan capital	0,8	0,8	0,8	–
Absolute liquidity	0,1	0,1	0,03	-0,07
Fast liquidity	0,9	0,7	0,4	-0,5
Current liquidity	4	2	0,9	-3,1

The specified optimum share of equity for the organization is calculated so that the coefficient of security with own means (No. 56-r is approved by the order of Federal management on cases of insolvency (bankruptcy) of 12.09.1994), met standard (i. e. it was equal to 0,1). This coefficient – the most strict of available a normative reference point for the amount of equity.

The possible management decision – to increase equity to necessary level that will lead to increase in coefficient of financial independence to 0,555; to achievement of the minimum level of coefficient of security with own means; to decrease in coefficient of concentration of the loan capital of the organization, will increase the level of its independence and financial stability in general.

It is known that the main source of gain of equity of the organization is profit. Increase in profitability of the company is planned at the expense of the organization of the following events:

1. First of all is an expansion of the range and the nomenclature list of products, the organization of the new production directions and implementation of innovations. So, it is going to put in mass production the following types of products: centrifugal decontaminator of TORNADO CD-1400, boot columned eccentric BKM-E, centralizer spring TsPN, hydrocolumns of Swaco 6T4 and others. Let's note that products of JSC «Krasnodar Plant XXX» have a number of the features favourably different in the market of this equipment. For example, in the course of production of a centralizer of TsPN all-

metal construction without application of weld joints was used, overall dimensions and weight were reduced, the high accuracy of the geometrical sizes caused by the nature of technology of processing of a product is provided, also was the recovering construction effort by 3 – 5 times exceeding normative value on API 10D or ISO 10427-1:2001 is received.

2. Attraction to work of customer service of the plant which action helps and often defends need of use of products of JSC «Krasnodar Plant XXX», proving production efficiency and expediency of use of the plant equipment.

3. Implementation of more profound studying of the market and also identification of demanded products, its modernization according to new requirements to quality, created in the market is planned.

4. The organization of regular departures of marketing managers in business trips for the purpose of establishment of personal contacts with buyers and providing to consumers full information on the products which are turned out by the plant.

Besides, in JSC «Krasnodar Plant XXX» in 2016 the insufficient current liquidity of assets showing the attitude of current assets and short-term obligations is observed. As of 31.12.2016 the coefficient of the current liquidity made 0,93 points. The standard norm in the Russian practice – not less than 2. That is current assets have to be twice more than short-term obligations, thus that now they make only 93 %. Certainly, has an impact on coefficient

of the current liquidity both branch, and some other features of activity of the organization, however falling is lower than it 2 and especially lower than 1 it is extremely undesirable. Let's consider the possible administrative actions allowing to increase the current liquidity of the organization:

It is offered to reduce a share of short-term obligations in a passive of the organization. It is expedient to economic subject to develop actions for restructuring of accounts payable: to renew the short-term credits in long-term, to make clearing with contractors, to conclude agreements on payment by installments or a delay of payments. Thus, we can receive the coefficient of the current liquidity equal to standard value in 2 points – that more than it is enough, considering that an average value on the industry about 1,7 points.

Also, it is possible to increase liquidity (solvency) of the organization through acceleration of turnover of assets: in 2016 in JSC «Krasnodar Plant XXX» the period of turnover of current assets decreased for 26 days relatively 2014. The turnover of assets of the organization in many respects depends on a production cycle.

Reduction of a cycle allows less liquid assets (stocks) to turn into highly liquid assets (receivables, money) quicker. It increases ability of the organization to pay off according to the obligations.

Besides, toughening of payment discipline of buyers – decrease in the period of collecting receivables can increase turnover. For the last year the turnover of receivables of JSC «Krasnodar Plant XXX» is 64 days (this average estimated number of days which passes from the moment of emergence of debt of buyers until its repayment) whereas in 2014 it made 45 days, that is the trend on increase in a delay of payment is observed that leads to accumulation of receivables.

Development of actions for decrease in receivables will allow to reveal the volume of the hidden receivables which arose owing to prepayment for materials to suppliers without their shipment in due time to make a complaint on the arising debts of buyers and customers. It is possible to take the following measures for return and control of receivables:

- to make the schedule of all debtors and terms of return of their receivables in the organization;
- in two months before the term of return of receivables to notify on it debtors in writing;
- before signing of the contracts with buyers to carry out careful check of solvency of the customer [7, p. 157].

As for indicators of fast and absolute liquidity, they are designed to signal managers of the company about risk of loss of solvency already in the short-term period. Existence of the sufficient rest of money – a necessary condition for normal conducting the current settlements with suppliers and contractors, personnel and the budget. At the same time coefficient of fast liquidity in the «Krasnodar plant XXX» in 2016 made 0,348 points (at norm  $\geq 0,7$ ). Having made renewal of a part of contracts on the short-term credits and loans in long-term within increase in coefficient of the current liquidity earlier, we already raised it to the necessary minimum standard 0,7 points (alternative option – an investment in more liquid assets by means of sale of stocks, stale finished goods, goods, etc.).

However the absolute liquidity still remained at a low level and it is possible to increase it by the organization of the following events: it is offered to lower a share of less liquid assets (non-current assets, stocks: without damage to production), having transferred them to more liquid financial investments and money. So, it is possible to carry out inventory of inventory items and to realize not used or excessive stocks, objects, processing equipment and spare parts, stale and not best-selling finished goods (for example, centralizers spring welded PTs, centralizers for upsetting columns of ZZ, keys one-hinged pipe and others).

To the loudspeaker of some of the calculated indicators of financial stability of the JSC «Krasnodar Plant XXX» organization it is representable in figure 2.

Further we will find out type of a financial situation of the JSC «Krasnodar Plant XXX» organization by means of calculation of absolute measures of financial stability (surplus (shortcoming) of means for formation of stocks).

**Table 3 – Definition like a financial situation of the organization, thousand rubles**

Indicator	2014	2015	2016	Change (+, -) 2016 of	
				2014	2015
Total value of stocks	244720	202723	224581	-20139	21858
Sources of formation of stocks:					
– existence of own current assets	-200781	-174270	-257626	-56845	-83356
– the functioning capital	242400	149426	-27083	-269483	-176509
– total value of sources	242443	254447	184999	-57444	-69448
Absolute measures financial stability:					
– surplus (shortcoming) own current assets	-445501	-376993	-482207	-36706	-105214
– surplus (shortcoming) own and long-term loan sources of formation of stocks (the functioning capital)	-2320	-53297	-251664	-37262	13715
– surplus (shortcoming) of the total value of sources financings of stocks	-2277	54724	-39582	-37305	-94306
Three-component indicator like a financial situation	{0; 0; 0}	{0; 0; 1}	{0; 0; 0}	–	–
Type of a financial situation	Crisis state	Unstable state	Crisis state	–	–

For this purpose according to table 3 we will define a three-component indicator and on its basis we will appropriate the organizations the type of financial stability corresponding to it for the studied period.

As in 2016 the lack of own current assets calculated by all three options is observed, the financial position of the JSC «Krasnodar Plant XXX» organization for this sign can be characterized as crisis. At the same time it is necessary to pay attention that all three indicators of a covering own current assets of stocks from 2014 for 2016 worsened the values.

**Table 4 – Implementation assessment of «golden rule of economy»**

Indicator	2014 by 2013	2015 by 2014	2016 by 2015
Growth rate, %:			
– net profit	70,40	111,57	102,50
– proceeds from sales	101,64	120,05	103,43
– property	81,72	96,68	126,70
Implementation of the rule	–	–	–

Apparently from data of table 4, for all studied period the rule in the organization was never carried out. But It should be noted that by 2016 all three indicators became closer to optimum growth rates for implementation of the «gold» rule of economy. It is necessary to find reserves for increase in net profit for the purpose of advancing of growth rate of revenue that will speak about relative decrease in costs of production and addresses. Besides, it is necessary to increase growth rate of revenue concerning growth rate of property that will lead to the fact that resources of the organization will be

The business activity in financial aspect is shown, first of all, in the speed of a turn of means. We will begin the analysis of business activity with assessment of rates of change of profit, revenue and average annual cost of property, compliance of their rates to an optimum ratio:  $T_{\Pi} > T_{V} > T_{im} > 100$  (table 4). Further we will analyse turnover and duration of a turn of property and means of the organization. We will finish the analysis of the table the general conclusion about change of business activity of the enterprise for the reporting period.

used more effectively, namely return of invested funds will increase.

So, the turnover of assets (resursootdach) on average for 3 years shows that the organization receives the revenue equal to the sum of all available assets for 400 calendar days.

The quantity of turns of mobile means of the organization in 2016 was 1,801 points that it is higher than the level 2014 on 0,208 points. The organization in reporting year received the revenue equal to the cost of current assets in 203 days, having spent 26 days less, than in 2014.

To receive revenue equal the average annual rest of material and production stocks of the organization on average needs 144 days. In 2016 the quantity of turns of stocks was 2,809; that more than the level of 2014 there are at 0,545 points. The period of storage of stocks in a warehouse decreased by 2016 for 31 days in relation to 2014 that indicates increase in management efficiency by them.

The capital productivity indicator in 2016 demonstrates increase in efficiency of use of fixed assets, 8,511 rubles of revenue were the share of 1 ruble of cost of fixed assets that it is higher than the level 2014 for 4,030 rubles. One turn of fixed assets in reporting year in the organization took 42 days.

The coefficient of turnover of equity in 2016 decreased on 0,597 and made 5,782 points. Therefore, in 2016 for 1 ruble of the invested means the organization received 5,782 rubles of proceeds from sales. A turn of the invested property lasted 63 days.

The coefficient of turnover of money shows cash turnover speed. Speed of a turnover of money increased up to 73,468 turns a year due to decrease in the balance remains of money and increase in the sum of sales proceeds.

The coefficient of turnover of means in calculations characterizes expansion or decrease in the commercial loan granted by the organization, and the term of turnover of means in calculations

shows receivables average maturity. Increase in term of settlements with buyers for 16 days is relative 2014 and for 19 days in comparison with 2015 led to attraction in turnover of additional money as a result of cash outflow due to delay of turnover of receivables on -1,846 and -2,386 turns respectively.

The coefficient of turnover of accounts payable reflects expansion or decrease in the commercial loan granted to the organization, and the term of turnover of accounts payable shows the average term of return of debts by the organization for the current obligations. Additional cash inflow in 2015 to the organizations arose in connection with increase in a repayment period of accounts payable for 31 days. It says about expansion of the amount of financing connected with growth of term of crediting as changes the size of cash inflow. This situation can lead to false increase in solvency and liquidity of the organization. Rather basic 2014 the organization began to pay off quicker on debts for 4 days.

Thus, the operational cycle of the organization in 2016 made the 195th day that it is lower than the level 2014 for 15 days. Duration of a financial cycle of the organization also decreased for 11 days in comparison with 2014 and was 130 days. It is characterized positively from the economic point of view as the plant began to pay off with debtors and creditors quicker.

**Table 5 – Influence of factors on change of turnover of current assets**

Coefficient turnover	2015	Rated size	2016	Turnover deviation		
				all	including for the account	
					costs of assets	sales volume
- assets	0,990	0,795	0,919	-0,071	-0,195	0,124
- current assets	1,882	1,607	1,801	-0,081	-0,275	0,194
- equity	6,509	5,220	5,782	-0,727	-1,289	0,562
- stocks	2,594	2,584	2,809	0,215	-0,01	0,225
- debit debts	8,015	4,738	5,629	-2,386	-3,277	0,891
- of money	61,454	93,024	73,468	12,014	31,57	-19,556

According to table 5 it is visible that the turnover of current assets is affected by the average annual size of property (a quantitative factor) and revenue (qualitative).

Thus, on the basis of the coefficient analysis according to the JSC «Krasnodar Plant XXX»

organization we could reveal its weaknesses and offered a number of actions, having realized which the organization will improve the financial state and competitiveness in the regional and world markets of metalworking productions.

#### References

1. Vereshchagina L. V., Vorozheykina TM, Demidova E. V., etc. Problems of economy and management of the enterprises, industries, complexes//Monograph. Novosibirsk. Tom Kniga 33.
2. Zherdeva O. V. Budgeting system: stages of statement and assessment of efficiency of introduction//Scientific review: theory and practice. No. 2. Page 105-114.
3. Kesyan S. V., Mullinova S.A. Interrelation of management and tax accounting with financial accounting//In the collection: problems and pepektiva of development of science in Russia and the world. Collection of articles of the international scientific and practical conference: in 7 parts. Page 11-14.

4. Kuzina A. F., Mirzoyan G. N. Management accounting – information base for assessment of efficiency of investment projects//the Region and the world. T of IX. No. 2. Page 74-79.
5. Kuzina A. F., Mullinova S.A., Volkova S. N. Features of management accounting in a turopereyting//Aspectus. No. 1(14). Page 66-69.
6. Latvian A. I., Zherdeva O.V. Otsenk of receivables by method of the discounted cash flows//In the collection: New realities in innovative development of an economic thought the Collection of scientific articles following the results of the V International scientific and practical conference. Page 233-235.
7. Monin A., Kuzina A. F., Pavlenko E. A. Adoption of management decisions//In the collection: Topical issues of economy and management: theory and practice. Materials III of the International scientific and practical conference. Page 157-163.
8. Morozkina S. S. Development of registration and analytical systems on micro and macrolevel in the conditions of transition to IFRS//the Collection of scientific articles of the VII International scientific and practical conference.
9. Morozkina S. S. Calculation of products for accounting and management accounting//All for the accountant. No. 15. Page 15.
10. Mullinova S.A., Morozkina S. S., Kagazezheva D.M. Rol of indicators of the movement of fixed assets at a size of a cash flow of the organization//Economy and business. No. 5-1 (82-1). Page 581-585.
11. Mullinova S.A. Economic assessment of efficiency of use of current assets//Scientific and methodical Concept online magazine. No. 6. Page 201-205.

**Муллинова Светлана Александровна**

**Лауазымы:** экономика ғылымдарының кандидаты, Бухгалтерлік есеп кафедрасының доценті Т.А.Трубилин атындағы Кубалық мемлекеттік аграрлық университеті, ФББЭИ, Краснодар қ.

**Пошталық мекен-жай:** 350005, ул. 60-лет Победа, 18, Ресей Федерациясы, Краснодар қ., КубГАУ: 350014, Калинина көшесі 13.

**Ұялы телефон:** 89189533050

**Жердеева Оксана Викторовна**

**Лауазымы:** экономика ғылымдарының кандидаты, Бухгалтерлік есеп кафедрасының доценті, Т.А. Трубилин атындағы Кубалық мемлекеттік аграрлық университеті, ФББЭИ, Ресей Федерациясы, Краснодар қ.

**Пошталық мекен-жай:** 350005, ул. 60-лет Победа, 18, Ресей Федерациясы, Краснодар қ., КубГАУ: 350014, . Калинина көшесі 13.

**Ұялы телефон:** 89615108567

**Басқару шешімдеріне баланстық деректердің маңыздылығын арттыру**

**Муллинова Светлана Александровна**

**Должность:** кандидат экономических наук, доцент кафедры бухгалтерского учета, ФГБОУ ВО «Кубанский государственный аграрный университет имени И.Т. Трубилина», Российская Федерация, г. Краснодар

**Почтовый адрес:** 350005, ул. 60-лет Победа, 18, г. Краснодар, Россия. КубГАУ: 350014, ул. Калинина, 13, г. Краснодар, Россия.

**сот. тел:** 89189533050

**Жердева Оксана Викторовна**

**Должность:** кандидат экономических наук, доцент кафедры бухгалтерского учета, ФГБОУ ВО «Кубанский государственный аграрный университет имени И.Т. Трубилина», Российская Федерация, г. Краснодар

**Почтовый адрес:** 350005, ул. 60-лет Победа, 18, Российская Федерация, г. Краснодар, КубГАУ: 350014, ул. Калинина, 13, г. Российская Федерация, г. Краснодар

**Сот. тел:** 89615108567

**Повышение значимости данных бухгалтерского баланса для принятия управленческих решений**

**Mullinova Svetlana Aleksandrovna**

**Position:** PhD Econ., associate professor of accounting FGBOOU WAUGH «Kuban state agricultural university of I.T. Trubilin», Krasnodar

**Mailing address:** 350005, 60 years of Victory, 18, Krasnodar, Russia. KubGAU: 350014, st. Kalinina, 13, Krasnodar, Russia.

**Mob. Phone:** 89189533050

**Zherdeva Oksana Viktorovna**

**Position:** PhD Econ., associate professor of accounting FGBOOU WAUGH «Kuban state agricultural university of I.T. Trubilin», Krasnodar

**Mailing address:** 350005, 60 years of Victory, 18, Krasnodar, Russia. KubGAU: 350014, st. Kalinina, 13, Krasnodar, Russia.

**Mob. Phone:** 89615108567

**Increase in the importance of data of the balance sheet at adoption of management decisions**