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COMPARISON OF THE CONCEPTS OF THE BUSINESS SEGMENT AND THE CENTER OF RESPONSIBILITY USED IN THE MANAGEMENT SYSTEM OF RETAIL ENTERPRISES

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СРАВНЕНИЕ КОНЦЕПЦИЙ БИЗНЕС-СЕКМЕНТА И ЦЕНТРА ОТВЕТСТВЕННОСТИ, ИСПОЛЗУЕМЫХ В СИСТЕМЕ УПРАВЛЕНИЯ ПРЕДПРИЯТИЯМИ РОЗНИЧНОЙ ТОРГОВЛИ

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CHAKANA SAVDO KORXONALARINI BOSHQARISH TIZIMIDA ISHLATILADIGAN BIZNES SEGMENTI VA JAVOBGARLIK MARKAZI TUSHUNCHALARINI TAQQOSLASH

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abstract

The article is devoted to the study of approaches to the preparation of segment reporting at retail enterprises. The most correct principles of segmentation are revealed.

аннотация

Статья посвящена исследованию подходов к составлению сегментной отчетности на предприятиях розничной торговли. Выявлены наиболее правильные принципы сегментации.

annotatsiya

Maqola chakana savdo korxonalarida segment hisobotini tayyorlashga yondashuvlarni o'rganishga bag'ishlangan. Segmentatsiyaning eng to'g'ri tamoyillari ochib berilgan.

Keywords:

segment; center of responsibility; segment reporting.

Ключевые слова:

сегмент; центр ответственности; сегментная отчетность

Kalit so'zlar:

segment; javobgarlik markazi; segment hisoboti.

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Introduction

The preparation of segment reporting most effectively affects the management system of retail enterprises. Much attention is paid here to building a model of internal segment reporting for the effective management of an enterprise that provides a wide range of services and operates in different regions of the country. Internal segment reporting is a source of data presentation for the preparation of economic conclusions and consideration of the circumstances that underlie managerial decision-making. As a result, there are many questions about choosing the optimal segmentation unit and finding common requirements for defining the boundaries of the reporting segment. That is why it is necessary to clearly define the role and place of segment reporting of a commercial organization. In international practice, there are several approaches to the preparation of internal segment reporting, which directly depend on the definition of the concept of a business segment. Among the existing concepts of the business segment, there are four main (or four approaches to the preparation of internal segment reporting): by type of activity, by sales markets, the concept of “operational segment” and “information segment”. The operational segment can be called structural, since it is allocated on the basis of the internal organizational structure of the enterprise. The operational segment is also understood as the center of responsibility.

Analysis and discussions

The information segment is determined by the functional characteristics of information flows within a commercial organization, depending on the level of management: strategic, tactical and operational.

However, if we are talking about a business segment as a unit of accounting at retail enterprises, it is necessary to consider the following factors:

- the nature of the product (service);
- the nature of internal processes;
- markets where transactions between the seller and the buyer are carried out;
- the main groups of buyers;
- methods and forms of organization of activities at the enterprise.

The above factors are taken into account according to various organizational forms, which can be generalized for the purposes of compiling internal segment reporting of the organization. The centralized form assumes such a form of organization of activities at a retail enterprise that accounting is carried out centrally in the financial division of the enterprise. Within divisions, data is disaggregated by business segments, depending on how the division is viewed, and only then the information is transmitted to the finance department, where it is aggregated. The decentralized form involves keeping records by each individual unit separately.

Moreover, information can be recorded locally either in a disaggregated way by segments, or in an aggregated way (without separation by segments). Then the information is aggregated within the division, and only then it is combined across all divisions. Partial decentralization involves combining the first and second forms. The definition of a business segment and forms of accounting has a direct impact on the content of internal segment reporting, in the preparation of which the following approaches should be used: The first approach involves the preparation of internal segment reporting on business lines.

Currently, retail enterprises operate in several directions – supermarkets, hypermarkets, "convenience stores", discounters, they also act as segmentation centers at enterprises. For the purposes of internal control, the type of activity is too enlarged a category, which is most characteristic more for external segment reporting. It is recommended to use it together with the second and third or fourth. The second approach is based on sales markets, as many trade enterprises conduct their business in several regions of the country, developing large networks of retail outlets. The reports are compiled taking into account the geographical orientation of the business. The second approach is recommended to be used in conjunction with the first and third or fourth. For example, first reporting segments (divisions) are allocated by location and types of activities, and then within each reporting segment, so-called sub-segments are allocated by responsibility centers or information flows.

The third approach involves reporting on responsibility centers, which most of all meets the requirements of strengthening internal control in a commercial retail organization. This approach is most often used to assess the level of expenses, since over the past fifteen years, many enterprises have shown a tendency to reduce circulation costs to maximize profits. The third approach fully implements one of the main objectives of internal segment reporting accounting and analysis of activities by levels of responsibility within the organization. In practice, most managers are guided by the following principles of classification of information: by responsibility centers; by the degree of controllability within the responsibility center (by types of expenses and income); by management levels.

Combining similar management functions into one center is carried out according to the functional structure. Segments are separated into independent structural units that can act as separate branches or even companies. Such a system is less cumbersome, since each functional structure controls the activity of sub-segments. Responsibility centers are: cost center; revenue center; profit center; investment center. The quality of the reporting information provided within the responsibility center is determined by the correctness of its classification and the degree of controllability. All

accounting information is first received and processed by the responsibility centers, and then transferred to the finance department for final control and entry into accounting registers, or vice versa, depending on the choice of the organizational form of accounting.

The information received by a commercial organization can be divided into preliminary, intermediate and final. Preliminary information involves considering the possibilities of any particular transaction, determining its belonging to a certain business segment. Interim information includes more specific information on the results of the transaction, which are compared with the expected results for this stage.

The final information confirms previously established or revised conditions and is transmitted to the finance department for accounting. When considering the accounting model for the delivery of goods, the final information means receiving an invoice for goods (services) and checking its compliance with the goods (services) actually received. The bill will be paid later, but before it is encoded. The encoding of accounting documents is understood as an indication by the manager of the center of responsibility that will control the transaction and will incur the main costs of the transaction.

The degree of controllability of information is regulated not only within the responsibility center, but also by types of expenses and income.

The third approach is usually used independently, because it is possible to consider the type of activity or the sales market under the center of responsibility.

The fourth approach is based on the preparation of internal segment reporting on information flows allocated to various levels of management. The management system of a trading enterprise can be presented in the form of a three-stage model, where operational management is located at the base, tactical management occupies an intermediate position, and strategic management is at the top. Senior managers control the implementation of strategic decisions, being more engaged in planning the activities of the business segment.

Managers of the middle and operational levels of management are more involved in the process of controlling segment information compared to senior managers, but less in the planning process. The greatest control lies at the base of the triangle, i.e. at the operational level. This model was first examined in detail by the American researcher on management problems Anthony.

Conclusion

Internal segment reporting in a retail enterprise is recommended to be based on such a division, since each level of management, depending on the internal organization, needs its own information and controls its own information segment. This

makes it possible to assess the degree of participation of each management level in the process of monitoring the activities of the reporting segments. Combining the last two approaches (3 and 4) will complement the internal segment reporting model. The negative side is related to the amount of costs that need to be made in order for the model to work effectively. Therefore, it is recommended to conduct a preliminary assessment of the expected costs and benefits of the organization from using the model.

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