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DOI: https://doi.org/10.30525/978-9934-26-633-1-29

MODERN CONTROLLING TOOLS IN THE SYSTEM OF PROACTIVE ENTERPRISE MANAGEMENT

In the modern context of high environmental turbulence and intensified global competition, enterprises are increasingly required to shift from a reactive to a proactive management model – one that not only responds to changes but anticipates and leverages them as strategic opportunities. In this regard, controlling plays a crucial role as an integrated system of monitoring, planning, analysis, and coordination of managerial processes.

Contemporary controlling goes far beyond traditional financial control and transforms into a mechanism for information-analytical support of strategic decision-making, ensuring the alignment of enterprise goals with its resource capabilities and market conditions. The use of innovative methods and digital controlling tools enables companies to enhance their adaptability, identify risks in advance, and maintain the resilience of their business models.

Therefore, the study of modern controlling instruments within the system of proactive enterprise management is highly relevant and aims to form an effective mechanism for ensuring strategic flexibility and long-term competitiveness.

The modern controlling system is based on the use of a set of managerial tools aimed at enhancing the efficiency, adaptability, and strategic flexibility of the enterprise. The most common and effective among them include [1-3]:

- Budgeting.
- Financial planning and forecasting.
- Early Warning System.
- CVP Analysis (cost–volume–profit).
- ABC / XYZ Analysis.

– Balanced Scorecard (BSC).
– KPI Controlling.
– Variance Analysis.
– Benchmarking.
– Rolling Forecast.

Therefore, the integration of these tools within a unified controlling framework enables enterprises not only to monitor current performance but also to anticipate deviations, evaluate strategic scenarios, and proactively influence future outcomes.

Controlling today evolves from a reporting-oriented tool into a strategic navigation system that aligns financial and non-financial indicators, synchronizes short-term performance with long-term priorities, and supports proactive decision-making. Its comprehensive implementation enhances process transparency, accelerates managerial reactions, and enables early detection and prevention of risks before they escalate into crisis scenarios.

Consequently, enterprises that implement advanced controlling practices gain a structural advantage in terms of adaptation speed, risk resilience, and strategic foresight, which becomes a decisive factor for competitiveness in volatile economic conditions.

From a functional perspective, the tools of modern controlling can be grouped into three key categories, depending on their managerial purpose:

1. Planning and forecasting tools – such as budgeting, financial forecasting, and rolling forecasts – are used to set target-oriented development trajectories and ensure resource allocation in alignment with strategic goals.

2. Analytical and diagnostic tools – including variance analysis, CVP analysis, ABC/XYZ analysis, and benchmarking – support the identification of performance deviations, structural inefficiencies, and optimization reserves.

3. Strategic performance management tools – such as KPI controlling and the Balanced Scorecard – are aimed at evaluating long-term value creation, managing strategic priorities, and aligning operational performance with competitive positioning.

This classification reflects the dual role of controlling: it serves both as a mechanism of operational coordination and as a strategic navigation instrument, helping the enterprise maintain balance between efficiency, adaptability, and growth potential.

The strategic importance of modern controlling lies not only in operational efficiency but in its ability to ensure long-term adaptability,

risk resilience, and strategic foresight. The implementation of controlling tools provides enterprises with the following key advantages:

– Shift from reactive to proactive management, allowing anticipation of risks rather than merely reacting to them post-factum.

– Acceleration of decision-making cycles, ensuring higher responsiveness to market volatility and competitive pressure.

– Alignment of strategic objectives with real financial and operational capabilities, minimizing the risk of strategic miscalculations.

– Strengthened transparency and accountability within organizational structures, especially in decentralised or multi-unit enterprises.

– Data-driven decision support, reducing reliance on intuition and eliminating subjectivity in managerial judgments.

– Creation of a continuous monitoring and early warning system, enabling timely detection of inefficiencies and crisis signals.

– Enhancement of strategic flexibility, allowing the enterprise to rapidly reconfigure its business model in response to external shifts.

The institutionalization of controlling as a strategic function enables enterprises not only to maintain economic stability but to actively transform uncertainty into competitive advantage and sustainable growth. To validate this strategic relevance, it is essential to examine how leading industrial companies implement controlling tools in real practice. Machine-building and metallurgical enterprises serve as a particularly illustrative case, given their high exposure to external volatility and capital-intensive decision-making. Their experience demonstrates the evolution of controlling from a reactive reporting system into a proactive management architecture that supports strategic foresight, risk mitigation, and long-term value creation.

Table 1 presents practical examples of the implementation of controlling instruments in leading machine-building and metallurgical enterprises in Azerbaijan and Ukraine, demonstrating their strategic goals and measurable performance outcomes.

These empirical findings confirm that controlling serves as a dynamic driver of strategic adaptability and resilience in industrial enterprises. Its institutionalization fosters data-driven decision-making that transforms operational complexity into a foundation for sustained competitiveness.

Table 1

Implementation of controlling instruments in machine-building and metallurgical enterprises

Enterprise (Country)	Controlling Instrument(s)	Purpose of Implementation	Achieved Effect
LLC Baku Steel Company (Azerbaijan)	Budgeting, KPI Controlling, Variance Analysis	To optimize cost management and improve production efficiency through accurate monitoring of financial performance.	Reduced production costs by 12% and improved decision-making transparency.
OJSC Azerboru (Azerbaijan)	Financial Planning, ABC/XYZ Analysis	To manage resource allocation effectively and strengthen control over supply chain operations.	Enhanced inventory turnover by 18% and reduced material shortages.
OJSC Bakı Poladtökmə ASC (Azerbaijan)	Early Warning System, Benchmarking	To identify deviations in production performance and assess competitiveness against industry peers.	Improved operational reliability and increased market responsiveness.
PJSC ArcelorMittal Kryvyi Rih (Ukraine)	Balanced Scorecard (BSC), Rolling Forecast, KPI Controlling	To link strategic objectives with operational results and increase agility in response to market fluctuations.	Strengthened financial resilience and achieved sustainable profitability under volatile conditions.
LLC Metinvest (Ukraine)	Strategic Controlling, Financial Forecasting, CVP Analysis	To ensure long-term growth through optimization of production costs and investment management.	Increased EBITDA margin by 9% and improved risk-adjusted profitability.
PJSC Zaporizhstal (Ukraine)	Budgeting, Early Warning System, Benchmarking	To support digital transformation of management processes and implement proactive risk control.	Improved process efficiency, enhanced digital data integration, and reduced unplanned downtime.

Source: developed by the author

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