

ЕКОНОМІЧНІ НАУКИ

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TAX PLANNING METHODOLOGY AT AN INDUSTRIAL ENTERPRISE

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МЕТОДИКА ПОДАТКОВОГО ПЛАНУВАННЯ НА ПРОМИСЛОВОМУ ПІДПРИЄМСТВІ

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Tax planning at the micro level is defined as a system of measures of the enterprise aimed at maximizing the possibilities of current legislation in order to legally optimize tax payments; tax budgeting - a system of measures aimed at determining the planned amount of tax payments payable by the enterprise in future periods; calculation of current tax payments - a system of measures aimed at calculating the actual amount of tax payments payable by the enterprise in the current reporting period. Optimization of tax payments at the micro level involves compliance with such conditions of economic activity of the enterprise, under which the profitability of the industrial enterprise is approaching the maximum, and business risks - to the minimum. The goal of the article is to study the experience of organizing tax planning at industrial enterprises, the sequence of its stages; and propose a methodology for tax planning in an industrial enterprise. The proposed methodology of tax planning is based on system and project approaches, and, in particular, provides for: systematization of tax schemes and their selection according to the priority of use in the development of tax planning projects; selection of the optimal project on the basis of optimality criteria; comprehensive analysis of the tax field and the results of tax planning; current monitoring of the implementation of tax plans, the results of which offset the impact of negative factors through the use of backup and emergency projects. The methodology of tax planning at an industrial enterprise should be based on a systematic and project-based approach with the implementation of: systematization of the tax schemes and their selection according to the priority of use in the development of tax planning projects; selection of the optimal project, based on optimality criteria; comprehensive analysis of the tax field and the results of tax planning; ongoing monitoring of the implementation of the tax plans. Tax planning in industrial enterprises is a complex, integrated process, the rationalization of which should be based on a systematic approach using the achievements of economic, financial and

legal disciplines. The introduction of tax planning in the management system of an industrial enterprise allows to make more meaningful conclusions about the further development of activities and reduce the risk of making wrong decisions in a particular problem situation.

Keywords: tax planning, industrial enterprise, methodology, efficiency, tax plan

Introduction. One of the ways to improve the efficiency of business in industrial enterprises is the introduction of tax planning; it is an integration process of rationalizing economic activities from the standpoint of compliance with the current tax legislation and the strategy of viability of business entities [3]. For domestic industrial enterprises, tax planning is a necessary means for adaptation to the environment variability. Making a forecast of tax payments, identifying and analysing factors affecting the level of taxation, assessing the economic activity of investing in business at the existing level of tax burden create the basis for enterprises to choose the optimal option for carrying out financial and economic activities in the current tax system of Ukraine. Tax planning allows an enterprise avoiding many difficult situations; it partially eliminates the negative effects of the uncertainty of the operating environment, improves coordination of actions, promotes more rational use of financial resources, enables management to make more informed management decisions.

Analysis of basic research and publications. Important theoretical and practical aspects of tax planning at enterprises in our time have been studied and highlighted by such domestic scientists as V.P.

Vishnevskyy, A.G. Zagorodniy, A.V. Yeliseiev, A.Ya. Kizyma and others. However, the methodology of tax planning for industrial enterprises has not yet been developed and, as the analysis of the economic activities of enterprises in the Luhansk region has shown, they lack a systematic approach to organizing tax planning and negatively affect the quality of management decisions. Therefore, this issue is relevant and represents an important scientific and practical challenge.

Therefore, the **goal** of the article is to study the experience of organizing tax planning at industrial enterprises, the sequence of its stages; and propose a methodology for tax planning in an industrial enterprise.

Materials and results of the study. From the procedural point of view, tax planning at an industrial enterprise is the formation of a system of parameters that determine the state of taxation of an economic entity and measures to influence it. All this is reflected in the tax plan of the enterprise.

The design of a tax plan should begin with the formulation of long-term industrial development goals and an assessment of the resources available for these purposes. The structure of the business tax plan is presented in Fig. 1 [4].

The sustainability strategy developed by the industrial enterprise reflects the main directions of development in the field of taxation. According to this strategy, annual budgets of enterprises are formed, taking into account taxes. Tactical tax budgets are formed in relation to annual budgets, for example, per quarter, per month.

Tactical tax plans contain those tax optimization measures that must be implemented in specific conditions to ensure the implementation of the company's annual budget. It is with the help of tactical tax plans that current activities are coordinated so that in case of deviation from the set tasks in one period, it is possible to achieve the goals set in the annual plan due to more intensive work in another period.

The annual budget needs to be adjusted (or even completely modified) only if the fulfilment of the tasks set in it becomes impossible depending on changes in the external and internal environment of the enterprise and cannot be ensured with the help of appropriate tactical plans. In this situation, annual plans are subject to changes so as not to disrupt the implementation of the company's strategic objectives. Strategic objectives can be revised when changes in annual budgets are not able to eliminate the deviations that have arisen within the timeframe specified in the strategy, and return the enterprise's activities within the boundaries of the plan.

The next stage of the methodology of tax planning at industrial enterprises is to determine the ways of implementing the tax plan measures.

At this stage, it is necessary to draw up a scheme for the implementation of the tax plan measures, namely:

1. Evaluate the possibility of adjusting tactical tax plans in the event of negative deviations in controlled indicators and develop a scheme of measures to eliminate them.
2. Develop measures to adjust annual budgets with optimized tax bases when negative deviations are received for tactical tax plans controlled indicators.
3. Develop alternative scenarios for the future development of the enterprise when it is impossible to adjust the annual budgets.

The final stage of the tax planning process is control over the implementation of tax plan activities.

This control of tax planning can be carried out by comparing the planned indicators against the actually achieved, which, first of all, is carried out at the level of tactical tax plans of the enterprise.

In order to monitor and forecast the effectiveness of tax planning from the point of view of internal tax management, assess the real tax potential of an industrial enterprise, a unified form of an enterprise's tax field mapping is proposed.

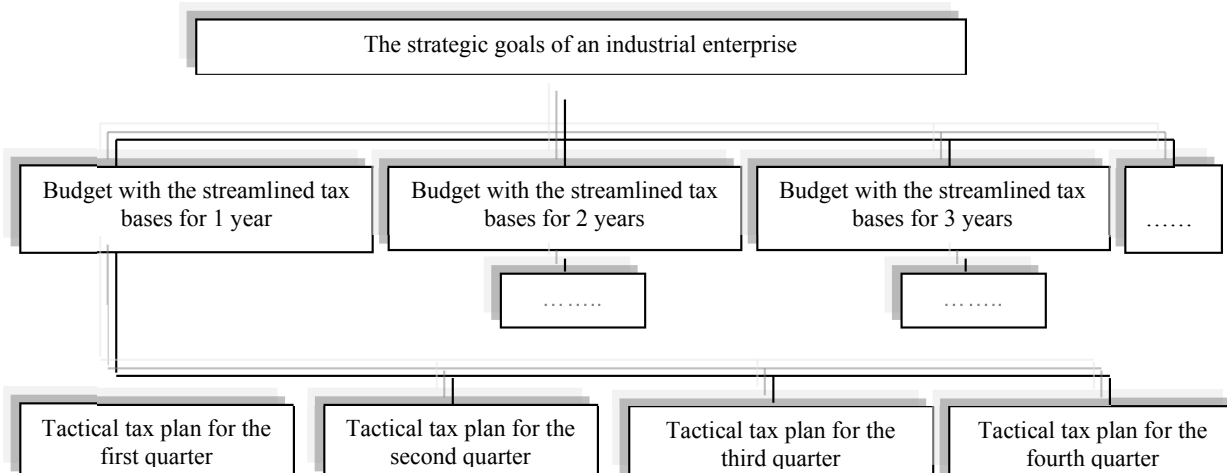


Fig. 1. Structure of the industrial enterprise's tax plan

In our opinion, the following sections should be included in the map of the tax field of an industrial enterprise:

1. Type of economic activity and forms of its implementation, organizational and legal form, peculiarities of bookkeeping and tax accounting, tax regime.
2. Basic socio-economic indicators of economic activity.
3. Information about accounts in banks and other financial and credit institutions through which taxes and fees, arrears, fines, penalties are paid.
4. Data on subsidiaries, if any (general data, key economic performance indicators).
5. Income that is not subject to or exempt from taxation.
6. Data archive (register of tax acts and certificates) based on the results of inspections by regulatory authorities.
7. Legal support for the implementation of foreign economic activity (contracts, agreements, licenses, etc.)
8. Arrears in taxes and fees, financial sanctions for tax violations to the budgets of all levels.
9. Assessment of the tax burden on the company, calculation of the coefficient of tax elasticity.
10. Dynamics of tax potential and determination of its effectiveness.

It should be noted that in addition to creating a tax planning structure that is adequate to today's economic realities, defining powers and requirements for participants in the tax payments planning, for the successful setting up of tax planning activities, it is necessary to have financial, material, technical and intellectual resources that are formed when drawing up an annual tax plan.

The material and technical resources involved in the tax planning process are determined for the creation of a planning group for tax optimization measures and are made of two parts [5]:

the first part consists of elements of the material and technical base at the disposal of those divisions of the enterprise whose employees are engaged in tax payments planning;

the second part is created specifically for the purpose of the tax group operation.

Among the entire list of material and technical resources necessary for the successful implementation of tax planning functions, an essential place should be occupied by:

providing the tax group with the up-to-date information and computing systems necessary for the application of statistical and mathematical methods for determining options to distribute the tax optimization measures;

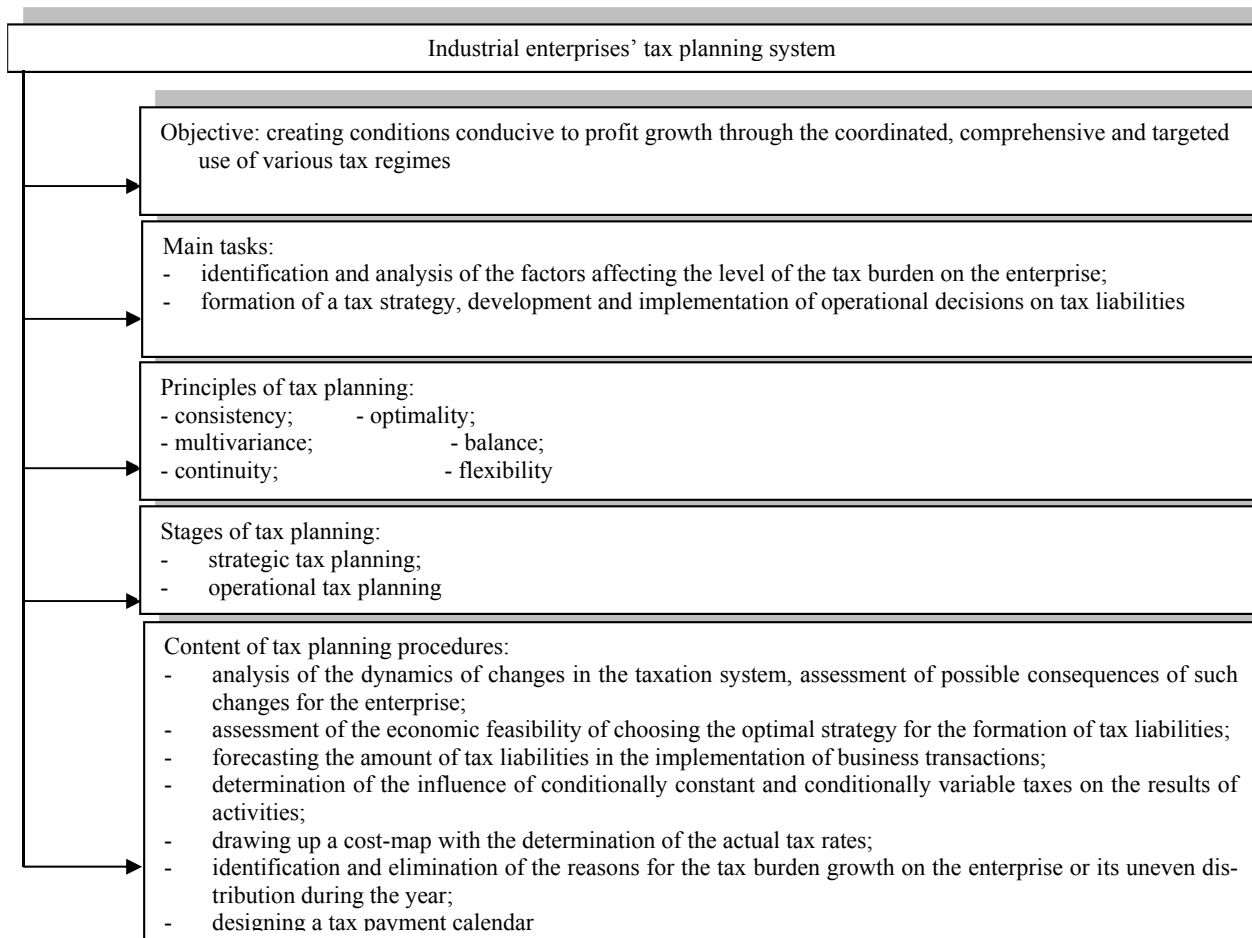


Fig. 2. Elements of an industrial enterprise's tax planning system

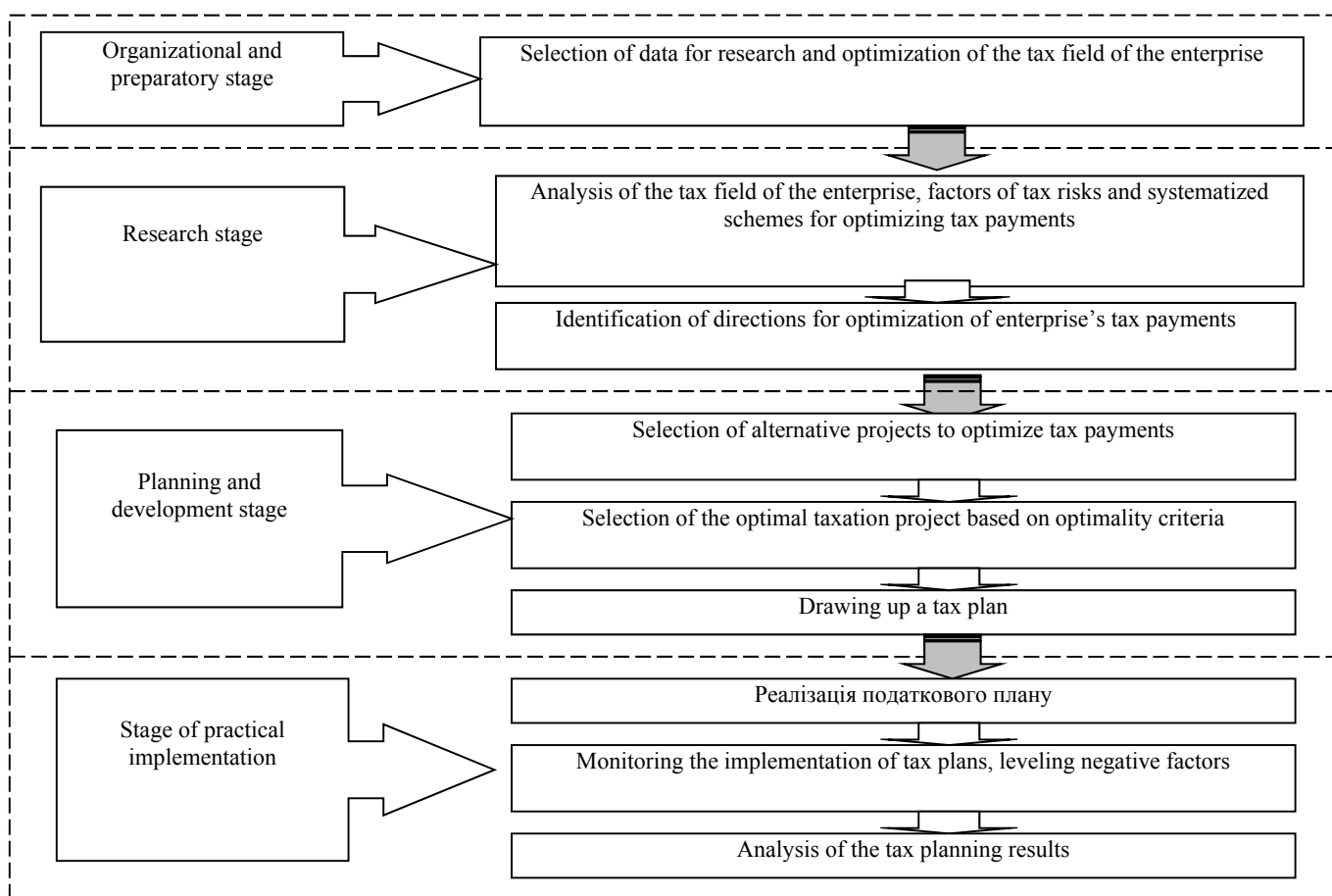


Fig. 3. Stages and measures according to the proposed methodology of tax planning at an industrial enterprise

use of the library fund in the process of work, consisting of normative, scientific, practical and periodical literature;

application of the Ukrainian legislation databases, facilitating the search for the necessary documentation of a regulatory and legal nature.

Tax planning as an integral part of tax management is one of the conditions for effective business development. Tax planning is a process of determining the amount of tax payments based on the analysis and selection of various objects of taxation, priority types of business activities, specific operations, and opportunities to use tax benefits to achieve the desired results of financial and economic activities in the short and long term under the current tax system. In the process of tax planning, data is collected and processed for situations that arise at the enterprise under the influence of the tax system, various schemes of activity are developed, financial and commodity flows, relationships with suppliers, buyers, and creditors are determined, which allows making certain management decisions. The main conceptual elements of the tax planning system at an industrial enterprise can be represented as follows (Fig. 2).

The financial base of the tax planning organization is formed based on the needs for tax optimization measures. In addition, the company's management

should formulate a policy to stimulate employees of group planning, implementation, monitoring and evaluation of tax optimization measures when positive results of the tax planning process are achieved [8].

The methodology of tax planning at an industrial enterprise should be based on a systematic and project-based approach with the implementation of: systematization of the tax schemes and their selection according to the priority of use in the development of tax planning projects; selection of the optimal project, based on optimality criteria; comprehensive analysis of the tax field and the results of tax planning; ongoing monitoring of the implementation of the tax plans.

The stages and activities of tax planning according to the described methodology are shown in Fig. 3.

The proposed methodology of tax planning is based on the systemic and project approaches and, in particular, provides for: systematization of tax schemes and their selection according to the priority of use in the development of tax planning projects; selection of the optimal project based on optimality criteria; comprehensive analysis of the tax field and the results of tax planning; current monitoring of the implementation of tax plans, the results of which neutralize the influence of negative factors through the use of reserve and emergency projects.

Conclusion. Thus, industrial enterprises' tax planning is a complex, integration process, the rationalization of which should be based on a systematic approach using the achievements of economic, financial and legal disciplines. The introduction of tax planning into the management system of an industrial enterprise makes it possible to draw more meaningful conclusions regarding the further development of activities and reduce the risk of making wrong decisions in a specific problem situation.

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Мохамед Саад Хусейн Ібрахім. Методика податкового планування на промисловому підприємстві.

Податкове планування на мікрорівні визначається як система заходів підприємства, спрямована на максимальне використання можливостей чинного законодавства з метою законної оптимізації податкових платежів; бюджетування податків — система заходів, спрямована на визначення планової суми податкових платежів, що підлягають сплаті підприємством у майбутніх періодах; розрахунок поточних податкових платежів — система заходів, спрямована на обчислення фактичної суми податкових платежів, що підлягають сплаті підприємством у поточному звітному періоді. Оптимізація податкових платежів на мікрорівні передбачає дотримання таких умов здійснення господарської діяльності підприємства, за яких показник прибутковості діяльності промислового підприємства наближається до максимуму, а ризики господарювання — до мінімуму.

Ключові слова: податкове планування, промислове підприємство, методика, ефективність, податковий план

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