DOI: https://doi.org/10.32782/2786-8559/2025-8-1
UDC: 336.74:658.14

Olha Varchenko
Doctor of Economics, Professor,
Professor of the Department of Finance, Banking and Insurance,
Bila Tserkva National Agrarian University
ORCID: https://orcid.org 0000-0002-9090-0605

Oksana Drahan
PhD in Economics, Associate Professor,
Head of the Department of Finance, Banking and Insurance,
Bila Tserkva National Agrarian University
ORCID: https://orcid.org0000-0001-6431-8825

Viktoria Zubchenko
PhD in Economics, Associate Professor of
the Department of Finance, Banking and Insurance,
Bila Tserkva National Agrarian University
ORCID: https://orcid.org 0000-0002-1292-1726

CONCEPTUAL BASES OF ENTERPRISE CASH FLOW MANAGEMENT

The article considers the theoretical principles of cash flow management of enterprises as a financial management key aspect. It is noted that effective management of financial resources is the key to the financial stability of the enterprise, its liquidity and strategic development. Existing scientific approaches to cash flow management are analyzed, in particular the concepts of foreign and domestic scientists. The authors define cash flows as a set of receipts and outflows of funds in the economic activity process that affect the enterprise financial stability. The cash flows classification by direction of movement, types of activity, occurrence time and relationship to cash reserves is considered. The main principles of cash flow management are determined, including forecasting, cost optimization, management of receivables and payables, the use of digital technologies and financing sources diversification. The main methods of cash flow management are described: budgeting, forecasting, liquidity analysis, financial modeling and the use of automated systems. A description of cash flow management models is provided, in particular the Miller-Orr, Baumol, coordination and discounted cash flow models. Key indicators for assessing the financial flows of an enterprise are determined: net cash flow, operating cash flow, liquidity, cash turnover, financial independence ratios and interest payment coverage. Strategic directions for increasing the efficiency of cash flow management are investigated, in particular the use of modern financial technologies (FinTech), credit policy optimization, cost reduction and currency risk management. The authors emphasize the importance of a comprehensive approach to financial management, which includes strategic planning, forecasting, debt control and the implementation of modern technologies. The conclusions emphasize the importance of effective cash flow management for ensuring the financial stability of an enterprise and its long-term competitiveness. Directions for further research are proposed, in particular, the introduction of artificial intelligence into financial planning, analysis of the macroeconomic factors impact on cash flows, and research into the possibilities of integrating FinTech solutions into the financial strategy of enterprises.

Keywords: *cash flows, financial management, liquidity, optimization, forecasting, management.*

Варченко Ольга Миронівна
Драган Оксана Олександрівна
Зубченко Вікторія Володимирівна
Білоцерківський національний аграрний університет

КОНЦЕПТУАЛЬНІ ОСНОВИ УПРАВЛІННЯ ГРОШОВИМИ ПОТОКАМИ ПІДПРИЄМСТВА

У статті розглянуто теоретичні засади управління грошовими потоками підприємств як ключового аспекту фінансового менеджменту. Зазначено, що ефективне управління фінансовими ресурсами є запорукою фінансової стабільності підприємства, його ліквідності та стратегічного розвитку. Проаналізовано існуючі наукові підходи до управління грошовими потоками, зокрема концепції іноземних і вітчизняних вчених. Автори визначають грошові потоки як сукупність надходжень і вибуття коштів у процесі господарської діяльності, що впливають на фінансову стійкість підприємства. Розглянуто класифікацію грошових потоків за напрямом руху, видами діяльності, часом виникнення та відношенням до грошових резервів. Визначено основні принципи управління грошовими потоками, серед яких прогнозування, оптимізація витрат, управління дебіторською і кредиторською заборгованістю, використання цифрових технологій і диверсифікація джерел фінансування. Описано основні методи управління грошовими потоками: бюджетування, прогнозування, аналіз ліквідності, фінансове моделювання та використання автоматизованих систем. Надано характеристику моделей управління грошовими потоками, зокрема моделі Міллера-Орра, Баумоля, координаційної та дисконтованих грошових потоків. Визначено ключові показники оцінки фінансових потоків підприємства: чистий грошовий потік, операційний грошовий потік, ліквідність, оборотність грошових коштів, коефіцієнти фінансової незалежності й покриття відсоткових платежів. Досліджено стратегічні напрями підвищення ефективності управління грошовими потоками, зокрема використання сучасних фінансових технологій (FinTech), оптимізацію кредитної політики, зниження витрат і управління валютними ризиками. Авторки наголошують на важливості комплексного підходу до управління фінансами, що включає стратегічне планування, прогнозування, контроль заборгованості та впровадження сучасних технологій. У висновках підкреслено значущість ефективного управління грошовими потоками для забезпечення фінансової стійкості підприємства та його довгострокової конкурентоспроможності. Запропоновано напрями подальших досліджень, зокрема впровадження штучного інтелекту у фінансове планування, аналіз впливу макроекономічних факторів на грошові потоки та дослідження можливостей інтеграції FinTech-рішень у фінансову стратегію підприємств.

Ключові слова: *грошові потоки, фінансовий менеджмент, ліквідність, оптимізація, прогнозування, управління.*

Introduction. In today's dynamic economic development and increasing competition, effective cash flow management is one of the key factors in ensuring financial stability and development of an enterprise. Cash flows reflect the movement of financial resources in the process of economic activity and are the basis for making management decisions aimed at optimizing financial results.

Materials and methods. The issue of managing cash flows of an enterprise is important in financial management, which explains the significant attention paid to it by both foreign and domestic scientists. In their studies, the authors analyzed the essence of cash flows, their classification, management methods and impact on the financial condition of enterprises. Thus, foreign scientists Y. Fama, M. Jensen in their studies [1] considered the management of financial flows from the point of view of the agency relations theory, emphasizing the need for effective distribution of cash resources in corporations. R. Briley, S. Myers outlined the issue of financial management and proposed methods for assessing cash flow in an enterprise [2]. D. Keynes substantiated the role of liquidity and cash flows in the financial strategy of enterprises [3]. The team of authors S. Ross, R. Westerfield and D. Jefford [4] considered the concept of cash flow management as a tool for strategic financial planning.

The works of domestic scientists are also important. Thus, A. Podderyogin [5] conducted a comprehensive study of enterprise financial management, taking into account the optimization of cash flows. V. Savchuk [6] in his research analyzes financial flows in detail in the context of Ukrainian enterprises. O. Kovalchuk [7] investigated methods of forecasting and controlling cash flows. Thus, the analysis of scientific works indicates the multi-vector nature of the study of cash flow management. It is worth noting that foreign scientists focus on issues of strategic management, corporate finance and forecasting, while domestic scientists pay more attention to practical aspects of the functioning of enterprises in conditions of economic instability.

The purpose of the article is to analyze the theoretical foundations of cash flow management of an enterprise, identify the main approaches to their optimization and assess the impact of effective management of financial resources on the overall activities of the enterprise. To achieve this goal, the key concepts of cash flows, their classification, management methods and efficiency assessment are considered.

Results. Cash flows of an enterprise are defined as a set of cash inflows and outflows carried out in the course of its economic activity. They are the main financial resource that ensures the continuity of production and commercial processes.

It is worth noting that scientists give their own interpretations of the concept of cash flows: R. Briley, S. Myers define cash flows as the movement of funds as a result of the operating, investment and financial activities of the enterprise [2]. O. Kovalchuk notes that cash flow is a system of movement of financial resources that affects the liquidity and financial balance of the enterprise [7]. Cash flows as a key element of financial management that ensures the strategic development of the enterprise are considered in his works by E. Mnykh [3].

Thus, cash flows are a dynamic category that reflects the financial relationships of the enterprise with the external environment and internal divisions.

Cash flows of an enterprise can be classified according to various criteria (Table 1). Classification according to various criteria allows analyzing their impact on liquidity, financial stability, and management efficiency.

The classification of cash flows allows for a deeper understanding of their structure, sources and directions of use. This contributes to a deeper analysis of the financial condition of the enterprise and the adoption of sound management decisions. The classification of cash flows by direction of movement (incoming and outgoing) helps the enterprise control cash receipts and expenses, which reduces the risk of cash gaps and ensures financial stability. The distinction between gross and net cash flows allows for an assessment of the real financial efficiency of the enterprise. An increase in gross receipts indicates significant turnover, but if expenses exceed receipts, this can lead to unprofitability. That is why a systematic approach to the classification of cash flows is necessary to increase the efficiency of financial activities and ensure the long-term enterprise stability.

The financial stability of an enterprise is one of the key conditions for its successful operation and development in a market economy. The main factor affecting financial stability is effective management of cash flows. It ensures a balance between receipts and expenditures, optimization of financial resources and the ability of the enterprise to fulfill its obligations. The interdependence between cash flow management and the financial stability of an enterprise is presented in Fig. 1.

It should be noted that effective cash flow management includes the following key aspects:

Cash flow planning and forecasting. Systematic analysis and forecasting allow an enterprise to avoid

Table 1 – Classification of cash flows of an enterprise

Classification criteria	Types of cash flows	Characteristics
By direction of movement	Inflows	Cash receipts from the sale of products, services, obtaining loans, investments, etc.
	Outflows	Labor costs, purchase of materials, tax payments, repayment of liabilities.
By type of activity	Operating	Cash flows related to the main activities of the enterprise.
	Investing	Revenues and expenses related to the purchase and sale of assets.
	Financial	Flows associated with raising capital (loans, share issuance).
By time of occurrence	Current	Funds moving within the short-term period.
	Future	Expected cash flows, which are forecasted based on analytical calculations.
In relation to cash reserves	Net	The difference between cash inflows and outflows.
	Gross	The total amount of cash inflows and outflows without taking into account their ratio.

Source: summarized by the authors

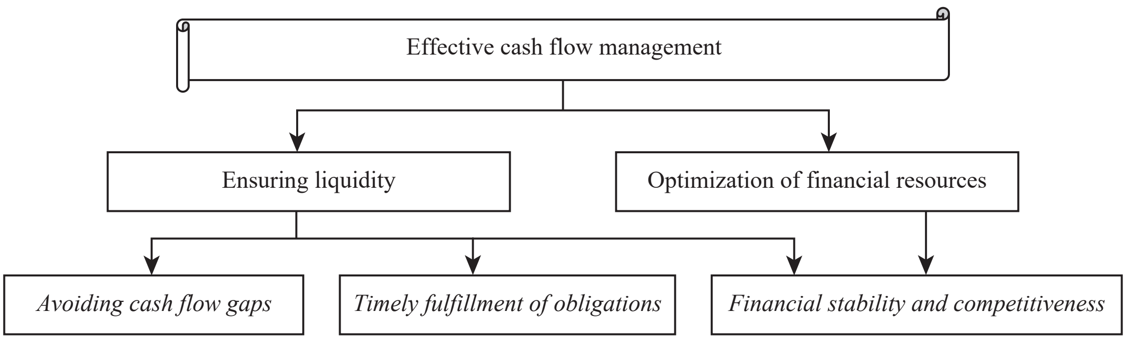

Figure 1 – Relationship between cash flow management and financial stability of the enterprise

Source: summarized by the authors

cash shortages, ensure timely financing of activities, and assess future financial risks. Effective cash flow forecasting helps reduce the likelihood of liquidity crises [2].

Cost control and optimization. Cost structure analysis helps an enterprise identify ineffective cost items and minimize unnecessary financial losses. E. Mnykh emphasizes that cost control is one of the key tools for ensuring financial stability [8].

Accounts receivable and payable management. Balancing accounts receivable and payable allows avoiding cash gaps and maintaining stable cash flow. Enterprises should develop an effective credit policy that reduces the risks of counterparty insolvency.

Optimization of the financing structure. Balanced use of own and borrowed capital helps maintain financial flexibility. An important aspect is determining the optimal level of debt load, which allows the enterprise to remain resilient to external changes.

The use of digital technologies in financial management. Modern digital tools, such as ERP systems (SAP, 1C), specialized software for financial analysis (Power BI, Excel, QuickBooks) allow you to automate cash flow management processes and increase the efficiency of financial control.

In a dynamic business environment, effective cash flow management allows you to avoid cash gaps, maintain liquidity and ensure the strategic development of the enterprise. For this, various methods and models of cash flow management are used, which are based on the analysis of financial flows, forecasting and optimization of cash flows.

Cash flow management methods can be classified according to approaches to control, forecasting and optimization of financial resources. The main methods of cash flow management are presented in Fig. 2.

The use of classical methods (budgeting, forecasting, liquidity analysis) in combination with modern models (ERP systems, scenario analysis, DCF) allows the enterprise to optimize the movement of financial resources, increase liquidity and ensure competitiveness in the long term.

In financial management, various models are used that allow for effective management of cash flow (Table 2). The application of a particular method or model depends on the specifics of the enterprise, the level of its financial stability and strategic goals.

For example, investment projects are evaluated using the discounted cash flow (DCF) model. Large corporations often use ERP systems to manage cash flows, and small and medium-sized enterprises use forecasting and budgeting to maintain liquidity.

Table 2 – Main cash flow management models

Model	Main idea	Benefits	Limitations
Miller-Orr Model	Determines optimal levels of minimum and maximum cash balances	Minimizes liquidity management costs	Requires accurate forecasting
Baumol Model	Optimizes the level of cash balances, taking into account transaction costs	Reduces operating costs	Used for stable cash flows
Coordination Model	Provides synchronization of receipts and expenses to avoid cash gaps	Improves working capital management	Requires detailed planning
Discounted Cash Flow Model	Used to estimate the future value of a business based on projected cash flows	Used for investment analysis	Sensitivity to forecast inaccuracy

Source: summarized by the authors

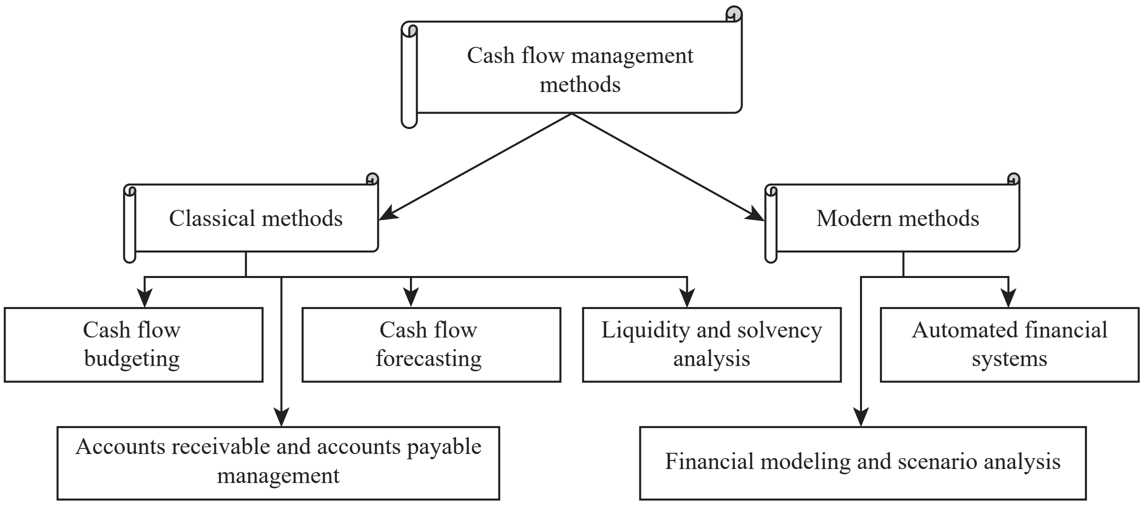

Figure 2 – Methods of cash flow management

Source: summarized by the authors

Cash flow assessment is a key aspect of the enterprise financial analysis, as it allows you to determine its financial stability, efficiency of cash management and ability to generate income. The main indicators used to assess cash flows are presented in Table 3.

Cash flow analysis is an important tool for assessing the financial stability and efficiency of an enterprise. The use of these indicators allows you to identify financial problems in a timely manner and make informed management decisions.

Constant changes in the macroeconomic environment, the growth of the cost of financial resources and the instability of markets require effective liquidity and cash flow management strategies.

The main strategies for improving cash flow management are:

1. Forecasting and planning. Effective cash flow forecasting allows an enterprise to ensure stable liquidity and avoid cash gaps. The use of analytical tools and forecasting models helps to estimate future income and expenses.

2. Optimization of receivables and payables: reducing the terms of receiving payments from customers by using discounts for prompt payment; implementing a clear credit policy and monitoring customer solvency; optimizing the terms of settlements with suppliers to maintain a stable level of liquidity.

3. Implementation of automated financial management systems. The use of modern financial technologies (FinTech), such as automated cash flow accounting and analysis systems, can significantly increase the efficiency of financial resource management.

4. Diversification of financing sources. To reduce the risks associated with a lack of liquidity, enterprises can use various sources of financing: bank loans, attracting investors, issuing bonds, crowdfunding, etc.

5. Cost control and reduction: regular analysis of the cost structure and identification of opportunities for their reduction; automation of business processes to reduce operating costs; optimization of logistics and production processes.

6. Currency risk management. In international markets, it is important to use hedging instruments, such as forward contracts and currency options, to minimize risks associated with currency fluctuations.

Successful cash flow management requires an integrated approach that includes forecasting, cost optimization, effective debt management and the use of modern financial technologies. The implementation of the above strategies will allow enterprises to increase financial stability and ensure stable development in conditions of uncertainty and risk.

Conclusions. The study of the theoretical foundations of cash flow management of an enterprise allowed us to identify the main principles, methods and tools that contribute to ensuring its financial stability and liquidity. It was found that effective cash flow management is based on balancing income and expenses, optimizing working capital and forecasting financial risks. The main approaches to management are the method of direct and indirect cash flow analysis, which allows us to assess the current financial condition of the enterprise and develop a strategy for its development.

Further research in the field of cash flow management of enterprises can focus on the following aspects: development of cash flow forecasting models based on artificial intelligence and machine learning; study of the impact of macroeconomic factors on the financial flows of enterprises in various sectors of the economy; study of the effectiveness of using financial technologies (FinTech) for cash flow management; analysis of the possibilities of integrating automated financial management systems to increase the transparency and efficiency of cash flow accounting; research into the impact of ESG factors (environmental, social and governance aspects) on the management of financial flows of enterprises.

Therefore, the theoretical principles of managing the cash flows of an enterprise are key to ensuring its financial stability, and their further improvement will contribute to the development of effective financial strategies.

Table 3 – Key indicators of cash flow assessment

Indicator	Description
Net Cash Flow, NCF	The difference between cash inflows and outflows for a certain period. Reflects the financial condition of the enterprise.
Operating Cash Flow, OCF	Flows generated by the main activities of the enterprise, excluding investing and financing activities.
Liquidity	The ability of the enterprise to quickly cover its obligations with cash or cash equivalents.
Cash Turnover Ratio	The ratio of net income to the average balance of cash. Determines the effectiveness of cash management.
Interest Coverage Ratio, ICR	The ratio of operating profit to interest expenses. Indicates the ability of the company to service its debt.
Cash Coverage Ratio	The ratio of operating cash flow to interest payments. Indicates the extent to which the enterprise is provided with cash to pay off debts.
Equity Ratio	The ratio of equity to total assets. Characterizes the level of financial stability of the company.

Source: summarized by the authors based on [2; 4; 9; 10; 11; 12]

References:

1. Fama E., Jensen M. (1983). Separation of Ownership and Control. *Journal of Law and Economics,* 26 (2), pp. 301–325.
2. Brealey R. A., Myers S. C., Allen F. (2020). Principles of Corporate Finance. McGraw-Hill Education. Pp. 918.
3. Keynes J. (1936). The General Theory of Employment, Interest and Money. Macmillan. Pp. 351.
4. Ross S., Westerfield R., Jaffe J. (2021). Corporate Finance. McGraw-Hill Education. Pp. 864.
5. Podderohin A. M. (2019). Finansovyi menedzhment pidpryiemstva [Financial management of the enterprise] Kyiv: KNEU. P. 535. (in Ukrainian)
6. Savchuk V. P. (2018). Teoriia ta praktyka upravlinnia hroshovymy potokamy [Theory and practice of cash flow management]. Kharkiv: Finansy i statystyka. P. 440. (in Ukrainian)
7. Kovalchuk O. S. (2020). Hroshovi potoky yak osnova finansovoho menedzhmentu [Cash flows as the basis of financial management]. Lviv: LNU. P. 251. (in Ukrainian)
8. Mnykh Ye. V. (2018). Finansovyi analiz: metody ta modeli [Financial analysis: methods and models]. Kyiv: KNEU. p. 536. URL: https://knute.edu.ua/file/Mg==/cbbc55fcb084e5aefc85ef1f6f55ad91.pdf
9. Gitman L. J., Zutter C. J. (2018). Principles of Managerial Finance. Pearson. Pp. 928.
10. Damodaran A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. Wiley. P. 992.
11. Higgins R. C. (2018). Analysis for Financial Management. McGrawHill Education. P. 464.
12. Brigham E. F., Houston J. F. (2021). Fundamentals of Financial Management. Cengage Learning. P. 832.

Література:

1. Fama E. F., Jensen M. C. Separation of Ownership and Control. *The Journal of Law and Economics.* 1983. Vol. 26, № 2. P. 301–325.
2. Brealey R., Myers S., Allen F. Principles of Corporate Finance. 13th ed. New York : McGraw-Hill Education, 2020. 918 p.
3. Keynes J. M. The General Theory of Employment, Interest and Money. Atlantic Publishers & Dist, 2016. 351 p.
4. Ross S., Westerfield R., Jaffe J. Corporate Finance. New York : McGraw-Hill/Irwin, 2021. 864 p.
5. Поддєрьогін А. М. Фінансовий менеджмент підприємства: підручник. Київ : КНЕУ, 2005. 535 с.
6. Савчук В. П. Теорія та практика управління грошовими потоками. Харків : Фінанси і статистика, 2018. 440 с.
7. Ковальчук О. С. Грошові потоки як основа фінансового менеджменту. Львів : ЛНУ, 2020. 251. с.
8. Мних Є. В. Фінансовий аналіз: методи та моделі. Київ : КНЕУ, 2018. 536 с.
9. Gitman L. J., Zutter C. J. Principles of Managerial Finance. Edinburg : Pearson, 2018. 928 p.
10. Damodaran A. Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. 3rd ed. Wiley, 2012. 992 p.
11. Higgins R. C. Analysis for Financial Management. New York : McGraw-Hill Education, 2018. 464 p.
12. Brigham E. F., Houston J. F. Fundamentals of Financial Management. 15th edition. South-Western: Cengage Learning, 2018. 832 p.

Стаття надійшла до редакції 27.01. 2025 р.