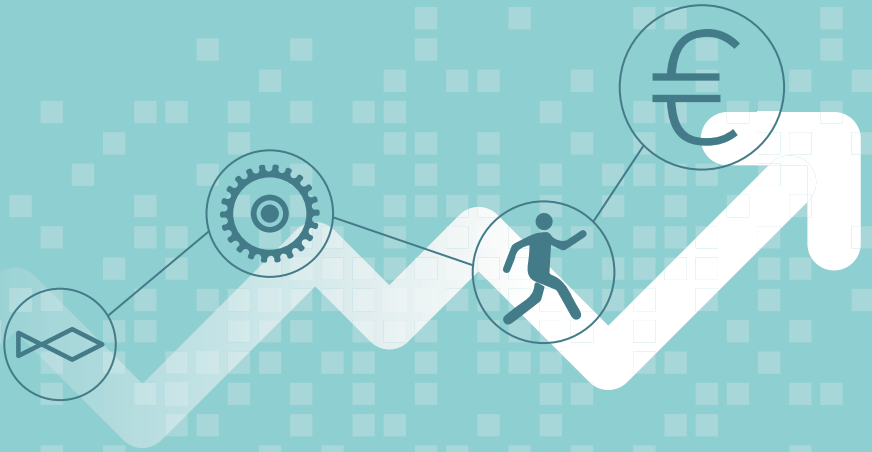


Jarmo Manninen



FINANCIAL MANAGEMENT OF THE COMPANY USING **CHANGE DRIVERS**

Financial Management of the Company Using Change Drivers

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INTRODUCTION

Here's how it happened again. Having previously written three books I decided that I would not write any more. But having received very positive feedback from clients and my experience with recent client projects, I decided to revisit my previous decision and to write this fourth book after all.

My first book, entitled "KOKO YRITYKSEN KAPASITEETTI TEHOKÄYTTÖÖN" (= MAKING THE MOST OF YOUR COMPANY'S CAPACITY), was published in August 2022. My second book, entitled "YRITYKSEN VOIMAVARAT HYÖTYKÄYTTÖÖN – YHTEISVOIMIN" (= MAKING THE MOST OF YOUR COMPANY'S RESOURCES – WORKING TOGETHER), was published in February 2023. My third book, "RESURSSIEN TULOSSILLA YRITYKSEN TAVOITETULOKSEEN" (= USING RESOURCES TO ACHIEVE THE COMPANY'S TARGET RESULTS) was published in September 2023. The publisher of all these books is BoD – Books on Demand, Helsinki, Finland, and they are produced by BoD – Books on Demand, Norderstedt, Germany. Without Nadja Melen-der, BoD's author and publishing consultant, who I met at the BoD stand at the Helsinki Book Fair on 30.10.2021, I would not have written these books. Nadja has acted as BoD's contact person for all matters related to all aspects of my books, including contracts, writing, proofreading, copyediting, editing, cover design, folding, printing and online marketing. All aspects of cooperation with Nadja and BoD have been excellent. A big thank you for all this to both of you and especially to Nadja. They have succeeded with all their efforts in proving that my myth about the laboriousness and inconvenience of writing and publishing a book was unfounded.

To achieve the writing of these four books, the most important motivator has been my beloved wife Seija Manninen. Without Seija's encouragement and support and time away from our time together, I would never have been able to write these four books. A very big thank you to Seija for all this.

A key motivator for the content of this fourth book has been the feedback from readers of my previous three books, which has been very positive and encouraging. In particular, I have been asked me to write my fourth book on the subject of financial management of the firm using change drivers, which is the core of the change management methodology I have developed. In this fourth book in particular, I have focused on the fundamentals, principles and implementation of financial management of the company based on my practical experience in companies. All four of my books complement each other. In my first three books I reveal THE CHANGE DRIVER, the practical application of the change management method and give details of the practical principles of change management.

The contents of all four books are based on my best experiences of change management as a person in charge in companies with a view to achieving goals. In these companies change management has included identifying the necessary change opportunities, selecting the best change opportunities and planning and implementing the changes in practice. In the course of my career, I have addressed these needs by developing several new methods of calculation, applications of target management and new methods of budgeting, based on which the necessary changes can be planned and implemented. For making this possible, a big thank you is due to entrepreneurs, financiers, consultants and other key people in companies. By key people, I mean all key people in companies, from employees to managers, who have been involved in developing business with me in companies and at the same time sought to give concrete evidence of their ability to deliver results as a reference for their own careers. These people have given of themselves in companies many times more than would have been expected of them. They have been motivated by an insatiable passion for learning new skills and put them into practice.

All of these have enabled me to draw on my career experience to write these four books.

My career will continue in the company I founded in October 2022, Muutosdraiveri Oy.

My reflection on this introduction is:

"Happiness does not come from waiting. Happiness comes from your own action in every moment of your life. Everything is possible in life."

AIM OF THE BOOK

The aim of my first book "KOKO YRITYKSEN KAPASITEETTI TEHOKÄYTTÖÖN" (= MAKING THE MOST OF YOUR COMPANY'S CAPACITY) was to explain WHAT start-up entrepreneurs and those who are already entrepreneurs and those who have been in business for a longer period of time need to do in order to achieve their business goals. The aim of my second book "YRITYKSEN VOIMAVARAT HYÖTYKÄYTTÖÖN – YHTEISVOIMIN" (= MAKING THE MOST OF YOUR COMPANY'S RESOURCES – WORKING TOGETHER) was to tell in BRIEF WHAT entrepreneurs already in business need to do, so that their business can achieve its goals on an ongoing basis. My third book "RESURSSIEN TULOKSILLA YRITYKSEN TAVOITETULOKSEEN" (= USING RESOURCES TO ACHIEVE THE COMPANY'S TARGET RESULTS) aimed to give a general overview of what entrepreneurs need to do to get ahead, WHAT existing entrepreneurs need to do to enable their business to achieve its goals on an ongoing basis. The aim of this fourth book "FINANCIAL MANAGEMENT OF THE COMPANY USING CHANGE DRIVERS" is to explain HOW businesses can use electronic information systems to achieve their financial and business goals on a continuous basis. I encourage all entrepreneurs to read this book, so that they have the courage to start growing their business in a controlled way. Too often start-ups wrongly think that recruiting new people into the business is too expensive a way to grow the business. Too often start-ups also get it wrong that it is better to avoid risk in the business and therefore not to recruit. Growing a business by recruiting new people is neither expensive nor risky when it is done correctly, and when it is done with the principles in my four books. This fourth book gives the entrepreneur information on how to achieve his or her financial objectives by continuously using electronic information systems. All four of my books complement each other. How to use the tools I've set out in these books on a company-by-company basis, depends, of course, on the company, its business and its situation. Each company is unique, and therefore the methods I have presented in my books should be applied on a company-by-



WHY DO TOO MANY COMPANIES NEVER ACHIEVE THEIR OBJECTIVES? WHY DO SO MANY COMPANIES MAKE LOSSES EVERY YEAR?

WHY IS IT THAT THE CAPACITY OF COMPANIES IS NOT REALLY BEING USED TO ITS FULL POTENTIAL?

WHY ARE COMPANIES' RESOURCES AND INVESTMENTS NOT REALLY BEING USED TO THEIR FULL POTENTIAL?

WHY DO COMPANY STAFF NOT REALLY KNOW HOW THEIR EFFORTS AFFECT THE COMPANY'S PERFORMANCE?

WHY DO COMPANY STAFF NOT KNOW HOW AND IN WHAT WAY THEY CAN CHANGE THEIR ACTIONS TO INFLUENCE THE COMPANY'S PERFORMANCE?

I have formulated solutions to these problems in a series of four books, entitled: 'KOKO YRITYKSEN KAPASITEETTI TEHOKÄYTTÖÖN' (= MAKING THE MOST OF YOUR COMPANY'S CAPACITY), 'YRITYKSEN VOIMAVARAT HYÖTYKÄYTTÖÖN - YHTEISVOIMIN' (= MAKING THE MOST OF YOUR COMPANY'S RESOURCES - WORKING TOGETHER), 'RESURSSIEN TULOKSILLA YRITYKSEN TAVOITETULOKSEEN' (= USING RESOURCES TO ACHIEVE THE COMPANY'S TARGET RESULTS) and 'FINANCIAL MANAGEMENT OF THE COMPANY USING CHANGE DRIVERS'. These books provide the solutions and show what entrepreneurs need to do to help their businesses achieve their goals on a consistent basis.

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