EVALUATION OF THE GLOBAL COMPANIES' LANGUAGE STRATEGIES TO PROSPER

AVALIAÇÃO DAS ESTRATÉGIAS DE LINGUAGEM DAS EMPRESAS GLOBAIS PARA PROSPERAR

EVALUACIÓN DE LAS ESTRATEGIAS LINGÜÍSTICAS DE LAS EMPRESAS GLOBALES PARA PROSPERAR

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ABSTRACT: In today's fast-paced world, international companies encounter an intriguing paradox: Technology permits them to attain new audiences worldwide and makes them improve their communication strategies to adjust to those culturally and linguistically diverse areas favorably. The present paper attempts to present an algorithm for applying analytical tools necessary for assessing and managing the language strategies of global companies. To meet that aim, collection and processing, such general scientific methods of knowledge are taken into account. In the process of conducting analytical procedures, a system of indicators was adapted: liquidity, language abilities, communication skills, business activity, financial soundness, and efficiency. Besides translation, localization performs an essential role in international companies' progress. Big companies are developing their language strategy exceeding simple translation from one language to another. They are somewhat adjusting their overall business and content policy to meet various cultural and linguistic audiences.

KEYWORDS: International companies. Communication strategies. Translation. Language strategy.

RESUMO: *No mundo acelerado de hoje, as empresas internacionais encontram um paradoxo intrigante: a tecnologia permite que elas atinjam novos públicos em todo o mundo e as faz melhorar suas estratégias de comunicação para se ajustar a essas áreas cultural e linguisticamente diversas de maneira favorável. O presente artigo tenta apresentar um algoritmo para aplicar as ferramentas analíticas necessárias para avaliar e gerenciar as estratégias de linguagem de empresas globais. Para atingir esse objetivo, coleta e processamento, tais métodos científicos gerais de conhecimento são levados em consideração. No processo de realização dos procedimentos analíticos, foi adaptado um sistema de indicadores: liquidez, competências linguísticas, capacidade de comunicação, atividade empresarial, solidez financeira e eficiência. Além da tradução, a localização desempenha um papel essencial no progresso das empresas internacionais. As grandes empresas estão desenvolvendo sua estratégia linguística, ultrapassando a simples tradução de um idioma para outro. Eles estão ajustando um pouco sua política geral de negócios e conteúdo para atender a vários públicos culturais e linguísticos.*

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PALAVRAS-CHAVE: *Empresas internacionais. Estratégias de comunicação. Tradução. Estratégia linguística.*

RESUMEN: *En el mundo acelerado de hoy, las empresas internacionales se encuentran con una paradoja intrigante: la tecnología les permite alcanzar nuevas audiencias en todo el mundo y les hace mejorar sus estrategias de comunicación para adaptarse favorablemente a esas áreas cultural y lingüísticamente diversas. El presente artículo intenta presentar un algoritmo para aplicar las herramientas analíticas necesarias para evaluar y gestionar las estrategias lingüísticas de empresas globales. Para alcanzar ese objetivo, recopilación y procesamiento, se tienen en cuenta estos métodos científicos generales de conocimiento. En el proceso de realización de los procedimientos analíticos se adaptó un sistema de indicadores: liquidez, habilidades lingüísticas, habilidades comunicativas, actividad empresarial, solidez financiera y eficiencia. Además de la traducción, la localización desempeña un papel fundamental en el progreso de las empresas internacionales. Las grandes empresas están desarrollando su estrategia lingüística más allá de la simple traducción de un idioma a otro. Están ajustando un poco su política comercial y de contenido general para satisfacer diversas audiencias culturales y lingüísticas.*

PALABRAS CLAVE: *Empresas internacionales. Estrategias de comunicación. Traducción. Estrategia lingüística.*

Introduction

Analysis is a fundamental management system function at any level of business entity operation. The main information support source for analytical procedures remains accounting information sources, among which the key role belongs to accounting statements. The last are a set of interrelated analytical indicators that characterize the financial condition, performance, cash and capital flows, as well as other parameters of an economic entity functioning.

The key objective of the accounting statements analysis is to obtain a system of characteristics for the financial condition, financial results, efficiency, and business activity of an economic subject for making optimal management decisions.

When conducting analytical research, priority is given to relative characteristics. This priority is explained by: first, the basic set of financial ratios remains practically unchanged within the framework of any economic entity; second, the studied indicators are in the field of view of both Russian and foreign analysts; the methods of their calculation also practically coincide.

Theoretical and methodological basis of the scientific research were works of domestic and foreign scientists in the field of analytical evaluation of financial and economic activity performed by economic entities to ensure their sustainable financial position.

The importance of this problem determines the high interest of economists in the

development of effective methods applied in analysing the financial condition of enterprises. Financial aspects are disclosed in fundamental works by Grigorieva T.I., Sheremet A.D., and Kozeltseva E.A. Practical implementation of the methods for analysing key financial parameters of business evaluation is presented in the works of Zharylgasova B.T., Suglobov A.E., Savin V.Yu., Shadrin G. V.

Methodological approaches to the evaluation of the financial characteristics system were prioritized in the economic works of such foreign scientists as: Adizes I., Bragg S. M., Brauer M. F., Greiner L., Ohlson J.A.

Legislative and regulatory acts of the Russian Federation (Methodological recommendations on the analysis of financial and economic activity of organizations) and data of the Federal State Statistics Service (Methodological recommendations on the analysis of financial and economic activity of organizations) also formed the information base of the research.

Research methods

In the process of information research, collection and processing, such general scientific methods of knowledge were used as: consistency and complexity, analysis and synthesis, comparison, formalization and modelling, logical approach to the formation of conclusions and arguments for new provisions. The main provisions of the research are presented in the form of analytical tables, algorithms, and figures.

The empirical basis of the study was formed on the basis of legislative and regulatory acts of the Russian Federation on the analysis of financial information, periodical press materials, as well as the methodology for assessing the financial condition based on the accounting (financial) statements of the enterprises included in the Russian mining complex.

Main part

In financial management of a firm, various criteria are considered as the main reference points; in theory and practice of financial management they are usually divided into several groups: liquidity indicators, business activity indicators, capital structure indicators, profitability indicators, market value indicators. As a rule, the main accent is made on maximization of some decisive parameter from the point of view of top financial management, for example, profit, proceeds, amount of assets, etc. However, the use of such approach in practice carries a number of constraining factors. When the objective of profit

maximization is set for the enterprise, the question of how to achieve it often remains unanswered.

There are cases when the most productive options of activity do not necessarily belong to the extreme points in the system of constraints, they may be outside the established standards.

A variety of modern financial instruments are usually activities and algorithms based on the need to raise additional funds. In financial management, however, different approaches should be taken from traditional ones.

An important point in financial management is also the choice of a system of indicators that would best characterize various aspects of the financial and economic activities of the enterprise.

Further, the analytical task is solved by setting the normative (benchmark) dynamics of development of the enterprise, based on the ordering of rate characteristics for indicators with the construction of a matrix with actual ordering rates for financial indicators of the enterprise in order to diagnose the current (actual) financial condition and identify "bottlenecks" (Tonkikh, 2005).

We will test the dynamic model of anti-crisis management of financial condition within this paper using the example of the mining industry.

According to the Ministry of Industry and Trade of Russia, the mineral resources base of ferrous metals of Russia by the mass of the explored ore reserves is significant, but it has a low quality of ores, as well as the unfavourable location of mining enterprises relative to the plants being their consumers. More than 75% of commercial iron ores are extracted in the European part of the country, while more than 60% of metallurgical capacities are located in the Urals and Western Siberia with an acute shortage of locally developed ores (http: www.gks.ru).

Extraction of natural resources is associated with certain risk factors, including: geological factors, geotechnical factors, seismic factors, and difficult weather conditions.

In detail, the algorithm of revealing the most problematic indicators on the basis of forming reference dynamics of enterprise development is presented in the previous study (Grankin et al., 2007).

The basis for the model construction was the selection of financial characteristics divided into groups with similar economic meaning for the purpose of ordering relative to each other their rate characteristics and setting the reference dynamics.

First of all, it is necessary to assess the actual dynamics for the system of key performance indicators of mining enterprises (tab. 1) as part of implementing the dynamic management model for the financial condition of an enterprise.

Table 1. Assessment of the actual dynamics for the system of indicators to assess the financial condition actual for a group of mining companies

Ratios	Symbols	Periods		Actual rates	Preferable rates
		2018	2019		
1	2	3	4	5	6
Liquidity ratios					
Coverage Ratio	$К_C$	0,9710	5,0590	5,2101	>1
Liquidity ratio	$К_L$	0,8689	4,5302	5,2137	>1
Absolute liquidity ratio	$К_{AL}$	0,3959	3,3298	8,4107	>1
Efficiency ratios					
Inventory turnover ratio	Кit	26,0675	8,5642	0,3285	>1
Accounts receivable turnover ratio	Кart	8,6478	3,0886	0,3571	>1
Accounts payable turnover ratio	Кapt	5,0769	5,4687	1,0772	>1
Total assets turnover ratio	$К_{AT}$	1,6641	1,5337	0,9216	>1
Equity turnover ratio	$К_{ET}$	3,4388	1,7516	0,5094	>1
Financial Soundness Indicators					
Assets to long-term liabilities ratio	$К_{ALL}$	0,7083	0,0052	0,0073	<1
Financial risk ratio	$К_{FR}$	10,6657	0,1422	0,0133	<1
Debt ratio	$К_D$	0,51607	0,12446	0,241174	<1
Interest coverage ratio	$К_{IC}$	301,843	3,25241	0,010775	>1
Performance indicators					
Return on sales, %	Psl	4,6414	55,5866	11,9763	>1
Return on capital, %	Pcap	7,7237	85,2512	11,0376	>1
Return on equity, %	Peq	15,9608	97,3702	6,1006	>1

The procedure of building the reference order matrix M(RO) is presented in previous studies (Grankin et al., 2017; Marchenkova et al., 2019).

The actual rate dynamics of the indicators presented in Table 1 allows us to build an actual order matrix for the rate of change of the indicators M (AO). The essence of building is as follows: the matrix formation is based on the comparison of the analysed indicators with the specified conditions: (+1) compliance with the established relationships; (0) lack of relationships; (-1) non-compliance (Grankin et al., 2017).

Thus, "-1" is put at the intersection of row KL and column KC in M(AO), and "+1" is put at the intersection of row CP and column CL. There will be differences between M(RO) and M(AO) in such cells of the matrix. In cases where the actual order coincides with the normative order, the cells of M(RO) and M(AO) have the same values. There are ones on the main diagonal of the table (Table 2).

Table 2. Matrix of financial performance actual rates for mining companies

	Gage	K_C	K_L	K_{AL}	Kit	Kart	Kapt	K_{AT}	K_{OOK}	KALL	K_{FR}	K_D	K_{IC}	Psl	Pcap	Peq
Gage	1	-1	-1	-1	-1	-1	1	1	1	1	1	1	1	-1	-1	-1
K_C	1	1	1	-1	1	1	1	0	0	1	1	1	0	0	0	0
K_L	1	-1	1	-1	1	1	1	0	0	1	1	1	0	0	0	0
K_{AL}	1	1	1	1	1	1	1	0	0	1	1	1	0	0	0	0
Kit	1	-1	-1	-1	1	1	1	1	1	0	0	0	1	1	1	1
Kart	1	-1	-1	-1	-1	1	1	1	1	0	0	0	1	1	1	1
Kapt	-1	-1	-1	-1	-1	-1	1	1	1	0	0	0	1	1	1	1
K_{AT}	-1	0	0	0	-1	-1	-1	1	-1	-1	1	1	0	0	0	0
K_{OOK}	-1	0	0	0	-1	-1	-1	1	1	1	1	1	0	0	0	0
KALL	-1	-1	-1	-1	0	0	0	1	-1	1	1	0	1	1	1	1
K_{FR}	-1	-1	-1	-1	0	0	0	-1	-1	-1	1	-1	1	1	1	1
K_D	-1	-1	-1	-1	0	0	0	-1	-1	0	1	1	1	1	1	1
K_{IC}	-1	0	0	0	-1	-1	-1	0	0	-1	-1	-1	1	0	0	0
Psl	1	0	0	0	-1	-1	-1	0	0	-1	-1	-1	0	1	1	1
Pcap	1	0	0	0	-1	-1	-1	0	0	-1	-1	-1	0	-1	1	-1
Peq	1	0	0	0	-1	-1	-1	0	0	-1	-1	-1	0	-1	1	1

In the ordering of the actual ranks, the indicator rate "Profitability of sales" has the greatest value of: h(Rpr) = 11.9763. It is assigned the largest, i.e. the first rank. And so on (table 3).

Table 3. Ranking of the problematic degree for indicators of the mining complex enterprises by the graph branches for the period of 2018-2019.

Indicators	Normative ranks	Actual ratios	Actual ranks	Deviation of ranks	Modulus of deviation	Degree of problems
Branch 1						
Peq	1	6,1006	3	-2	2	1
Pcap	2	11,0376	2	0	0	0
Psl	3	11,9763	1	2	2	1
Gage	4	1,0	6			
Kit	5	0,3285	7	2	2	1
Kart	6	1,5135	4	2	2	1
Kapt	7	1,0772	5	2	2	1
Branch 2						
Peq	1	6,1006	3	-2	2	1
Pcap	2	11,0376	2	0	0	0
Psl	3	11,9763	1	2	2	1
Gage	4	1,0	4			
K_{ALL}	5	0,274534	5	0	0	0
K_{FR}	6	0,086461	6	0	0	0
Branch 3						
Peq	1	6,1006	3	-2	2	1
Pcap	2	11,0376	2	0	0	0
Psl	3	11,9763	1	2	2	1
Gage	4	1,0	4			
K_D	5	0,241174	5	0	0	0
K_{FR}	6	0,086461	6	0	0	0
Branch 4						
K_{IC}	1	0,010775	5	-4	4	1
Gage	2	1,0	3			
K_{IT}	3	0,3285	4	-1	1	3
K_{ART}	4	1,5135	1	3	3	2
K_{APT}	5	1,0772	2	3	3	2

Branch 5						
K_{IC}	1	0,010775	3	-2	2	1
Gage	2	1,0	1			
K_{ALL}	3	0,0073	4	-1	1	2
K_{FR}	4	0,0133	2	2	2	1
Branch 6						
K_{IC}	1	0,010775	4	-3	3	1
Gage	2	1,0	1			
K_{D}	3	0,241174	2	1	1	2
K_{FR}	4	0,0133	3	1	1	2
Branch 7						
K_{ET}	1	0,5094	5	-4	4	1
K_{AT}	2	0,9216	4	-2	2	3
Gage	2	1,0	3			
K_{IT}	3	0,3285	6	-3	3	2
K_{ART}	4	1,5135	1	3	3	2
K_{APT}	5	1,0772	2	3	3	2
Branch 8						
K_{ET}	1	0,5094	3	-2	2	1
K_{AT}	2	0,9216	2	0	0	0
Gage	3	1,0	1			
K_{ALL}	4	0,0073	5	-1	1	2
K_{FR}	5	0,0133	4	1	1	2
Branch 9						
K_{ET}	1	0,5094	3	-2	2	1
K_{AT}	2	0,9216	2	0	0	0
Gage	3	1,0	1			
K_{D}	4	0,241174	4	0	0	0
K_{FR}	5	0,086461	5	0	0	0
Branch 10						
K_{AL}	1	8,411107	1	0	0	0
K_{L}	2	5,213549	3	-1	1	2
K_{C}	3	5,222523	2	1	1	2

Gage	4	1,0	6			
K_{IT}	5	0,3285	7	-2	2	1
K_{ART}	6	1,5135	4	2	2	1
K_{APT}	7	1,0772	5	2	2	1
Branch 11						
K_{AL}	1	8,411107	1	0	0	0
K_L	2	5,213549	3	-1	1	1
K_C	3	5,222523	2	1	1	1
Gage	4	1,0	4			
K_{ALL}	5	0,0073	6	-1	1	1
K_{FR}	6	0,0133	5	1	1	1
Branch 12						
K_{AL}	1	8,411107	1	0	0	0
K_L	2	5,213549	3	-1	1	1
K_C	3	5,222523	2	1	1	1
Gage	4	1,0	4			
K_D	5	0,241174	5	0	0	0
K_{FR}	6	0,0133	6	0	0	0

Then the deviations of the ranks are calculated according to the rule (Grankin et al., 2017).

As a result, all the analysed indicators (according to the results of the deviations) receive their respective problematic degree (Table 4).

Table 4. Formation of the problematic degree for the activity indicators of the group of mining complex enterprises for the period of 2018-2019 and for all the ordering graph branches

Factors	Designation	Sum of absolute deviations	Mean average deviation	Problem level degree
Coverage Ratio	K_C	4	1,5	4
Liquidity ratio	K_L	4	1,5	4
Absolute liquidity ratio	K_{AL}	0	0,0	0

Inventory turnover ratio	Kit	7	1,75	2
Accounts receivable turnover ratio	Kart	6	1,5	4
Accounts payable turnover ratio	Kapt	6	1,5	4
Total assets turnover ratio	K_{AT}	3	1,0	5
Equity turnover ratio	K_{ET}	5	1,667	3
Assets to long-term liabilities ratio	KALL	3	0,75	6
Financial risk ratio	K_{FR}	5	0,625	7
Debt ratio	K_D	1	0,250	8
Interest coverage ratio	K_{IC}	6	2,000	1
Return on sales, %	Psl	6	2,000	1
Return on capital, %	Pcap	0	0	0
Return on equity, %	Peq	5	1,667	3

The "Sum of Deviation Moduli" column calculates the sum of deviation moduli of each indicator for all branches of the reference ordering. The "Average deviation" column is calculated according to the rule (Marchenkova et al., 2019). The "problematic degree" indicates the urgency degree to correct the state of affairs.

Thus, the R_{DA} and K_{CC} indicators have the highest mean deviation 2, hence the highest problematic degree. The next problematic indicator is K_{IT}, the problematic degree is 1.75; the next problematic degree of the indicators Ket and Ret is 1.667, etc.

As a result, we have an urgency graph in eliminating the "bottlenecks" of the group of mining complex enterprises e (Fig. 1).

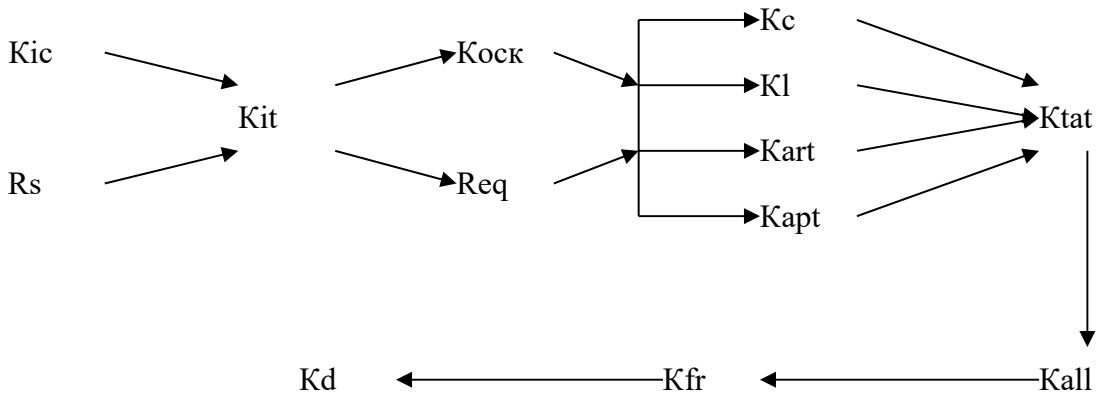

Figure 1. The urgency graph used in the elimination of bottlenecks in the financial condition management for a group of mining complex enterprises

The beginning of the graph contains the most problematic financial characteristics; further it reflects those aspects of enterprise management, which require less attention from the financial management, but do not allow ignoring their current state and dynamics in order to maintain the stability of the financial system.

Based on the results obtained, the most problematic are the indicators K_{IC} and Rs (problematic degree 1), as there is a significant decrease in the ability of an enterprise to cover the current interest payments based on the income received. As for Rs, the normative dynamics is preserved here, but the gross profit should have a higher value based on the fact that the balance currency of the enterprise for the analysed period has more than doubled. Proceeding from this, the efficiency of sales should be at a higher level, especially since the products of the group of mining enterprises are competitive and are in demand both in Russia and abroad. Next, the attention of the organization's management should be turned to the inventory turnover ratio (Kit), the dynamics of which significantly differs from the normative one.

Thus, a significant slowdown in the turnover of work in progress and other tangible current assets is, in turn, the cause of insufficient growth in the profitability of sales. On the other hand, the decline in the intensity of use of tangible current assets leads to insufficient acceleration of accounts receivable turnover (Kart), and as a result, it does not allow accelerating settlements of the group of mining enterprises on current liabilities (Kapt). These indicators have a problem degree of 4.

Less problematic are K_{TAT}, K_{ALL}, K_{FR}, and K_D, which have problem degrees 5, 6, 7, and 8, respectively. This is connected with the fact that at the moment the balance sheet structure is optimal and intensity of use of total assets is high enough.

It should also be noted that the urgency graph does not contain the indicator Kal, because its degree of problems is equal to 0; therefore, the assets of the group of mining companies are sufficiently provided with absolutely liquid funds to cover current liabilities. There are also no Rcap among problematic indicators, as its degree of problems is also equal to 0; therefore, there is a fairly high degree of efficiency in the use of total capital. Undoubtedly, these are quite positive characteristics of the financial and economic activity effectiveness for the group of mining complex enterprises in the analysed period.

However, in order to improve the financial condition of the group of mining complex enterprises, it is necessary: to reduce the size of inventories and resources in settlements, which will accelerate the turnover of both mobile funds and all assets in general; it is

necessary to achieve growth of sales profitability by expanding markets for products, this will ensure higher efficiency indicators, since the value of return on capital is in direct proportional relationship with the capital turnover ratio and sales profitability.

Conclusions

Summarizing the above, we note that the tested dynamic model is an effective tool in the financial management system. The adaptation and implementation of the dynamic model for the management of the financial condition of enterprises in overcoming the economic crisis by the example of the mining industry allowed identifying specific industry problem areas of financial and economic activity. On the basis of the obtained modelling results, the management of enterprises will be able to make efforts in correcting the current situation and increasing the efficiency of enterprise management.

However, this dynamic model has a number of drawbacks:

-First, the groups of indicators used for analysis must include characteristics with similar economic meaning, otherwise it is impossible to achieve a complete ordering of indicators (financial stability indicators);

-Secondly, as a result of identifying the most problematic indicators and constructing the graph of urgency to eliminate the problems, we cannot definitely talk about strengthening the financial condition of an enterprise, even if we can normalize the values of these indicators. This is due to the fact that the degree of dependence of the financial condition of an enterprise as a whole on individual "problematic" indicators remains unknown;

-Thirdly, the results of constructing the graph of urgency to eliminate "bottlenecks" do not clearly trace the areas of activity, on which the enterprise management should focus its attention.

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