



Received: 08-08-2024

Accepted: 18-09-2024

## International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

### Financial Management at Joint Stock Company: Some Analysis from a Transtional Nation

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#### Abstract

Financial management is crucial to business operations, covering decisions in investment, capital sourcing, cash flow, and long-term planning. Effective financial strategies ensure risk management, legal compliance, and the maximization of enterprise value, all key to achieving sustainable growth and market competitiveness. Since its establishment in 2012, Bateco Vietnam Joint Stock Company has embraced these financial management principles, guided by its core values of “Aspiration – Sharing – Understanding.” Bateco has built a reputation as a reliable supplier in chemicals, industrial equipment, and environmental services, partnering with major corporations

like Ecolab, Samsung, and Petrolimex. The company’s financial management emphasizes transparency, safety, and efficient capital usage to support long-term sustainability. Looking forward, Bateco aims to expand its market leadership by investing in technology, improving product quality, and broadening its reach, both domestically and internationally. Key to this strategy is the continuous refinement of its financial practices, focusing on cost optimization, enhancing internal controls, and maintaining a strong emphasis on sustainable development. These initiatives position Bateco for sustained growth and profitability in an increasingly competitive market.

**Keywords:** Financial Management, Enterprise Value, Financial Risk, Cash Flow, Capital

#### 1. Introduction

Finance is an indispensable resource for the production and business activities of any enterprise. In the current market economy, effective financial management plays a key role in helping businesses enhance their competitiveness and expand production. To achieve this, businesses need to focus on managing financial indicators such as financial structure, solvency, and profitability. Bateco Vietnam Joint Stock Company, established in 2012, operating in the field of industrial materials supply, is currently facing many difficulties in terms of capital and business efficiency.

This research aims to improve financial management at Bateco by proposing solutions for improvement. The study will systematize the theoretical aspects of corporate financial management while analyzing the current state of financial management at Bateco during the period 2020-2023, highlighting achievements, shortcomings, and their causes. From this, the research will propose solutions to enhance financial management efficiency by 2025. The scope of the study includes policy mechanisms, implementation organization, and financial monitoring within the company, with data from 2020 to 2023. The research method uses secondary data from both internal and external sources of the company, ensuring data accuracy and reliability.

Theoretically, the study contributes to systematizing the fundamental issues of corporate financial management from an economic management perspective. Practically, the study will analyze and evaluate the current state of financial management at Bateco, draw lessons from other companies like Yen Bai and Phu Tho, and propose specific solutions. The research results not only provide valuable reference material for Bateco Vietnam Joint Stock Company and specialized management agencies but also serve as useful documentation for learners and professionals in training and scientific research institutions.

Corporate financial management is the highest-level integrated content in the production and business activities of each enterprise. Especially in the context of international economic integration, it opens up many opportunities for Vietnamese enterprises, but also poses many challenges and difficulties in financial management. Currently, most Vietnamese businesses have low intellectual content in their products, emphasizing commerce, which results in low competitiveness on the

international stage. Therefore, to survive and stand firm in the integrated market, businesses must find ways to raise capital, use capital efficiently, and most importantly, improve and enhance financial management efficiency.

After researching and understanding the current situation of financial management based on the production and business activities of Bateco Vietnam Joint Stock Company, a paper titled "Financial Management at Bateco Vietnam Joint Stock Company" was completed. Through the research on this topic, the following conclusions can be drawn: A synthesis of theoretical foundations on financial management at enterprises. The analysis of financial management at Bateco Vietnam Joint Stock Company follows the management functions, including financial planning, organizing financial plan execution, and monitoring and supervising the financial plan implementation. Based on the analysis, the paper identifies the achievements and limitations in Bateco's financial management during the 2020-2023 period.

From this foundation, the paper proposes a series of specific, actionable solutions aimed at enhancing the efficiency of financial management at Bateco Vietnam Joint Stock Company by the year 2030.

**Firstly**, it is essential to enhance the financial planning process, which can be achieved by significantly improving the quality of financial analysis conducted within the organization. This includes utilizing advanced analytical tools and methodologies that allow for more accurate forecasting and strategic decision-making. Additionally, the company should place a stronger emphasis on developing long-term financial plans that align with its overarching business objectives. These plans must not only address immediate financial needs but also outline a comprehensive roadmap for sustainable growth and profitability over the coming years. This approach will enable Bateco to better navigate market fluctuations and seize emerging opportunities.

**Secondly**, the organization of financial plan execution requires significant improvements. This can be accomplished by restructuring capital sources to ensure a more balanced and efficient allocation of financial resources. A proactive approach to debt recovery is also crucial; the company should implement robust systems to monitor outstanding receivables and engage actively with clients to expedite payments. Furthermore, enhancing product quality is vital not only for meeting customer expectations but also for maintaining competitive pricing, which can directly impact the company's financial health. Cost-saving measures should be identified and implemented across all departments to maximize profit margins. Additionally, strengthening the identification and handling of financial risks is essential; this includes conducting regular risk assessments and developing contingency plans to mitigate potential threats to the company's financial stability.

**Finally**, the monitoring and supervision processes must be refined to foster greater accountability and transparency. This can be achieved by enhancing the role of the Supervisory Board and the internal audit team, ensuring they are empowered to conduct thorough oversight of financial activities and compliance with established policies. Additionally, diversifying the topics covered in financial control will provide a more comprehensive view of the company's financial health, enabling more informed decision-making at all levels of the organization. By

focusing on these key areas, Bateco can establish a more effective and resilient financial management framework that not only supports its current operations but also positions the company for long-term success in an increasingly competitive marketplace.

## 2. Theoretical and Practical Basis of Financial Management in Enterprises

Bateco Vietnam Joint Stock Company was established in 2012 with the core values of "Aspiration – Sharing – Understanding." Over the past nine years, the company has continuously developed to become a reliable partner. With a strong technical foundation, Bateco not only provides top-quality products but also delivers effective solutions in both technical and economic aspects to customers in the fields of chemicals, industrial supplies and equipment, and environmental services. Bateco has become a trusted partner of many well-known manufacturers such as Ecolab, Brentwood, Jacobi, Petrolimex, as well as large corporations like TKV, EVN, and Samsung. The company's success and growth are driven by bold vision, a mission focused on customer and partner satisfaction and prosperity, and bringing happiness, career fulfillment, and success to its employees. With a spirit of unity and determination to build a great enterprise, Bateco aims to become a leading unit in its business fields and a pioneer in applying scientific and technological advances. Additionally, the company is expanding partnerships in new areas with the goal of growing together. In the future, Bateco will continue to develop industries based on technical investments, initially focusing on trade and services, and gradually moving towards investment, production, and emerging global sectors. The company's organizational structure follows a functional direct-line model, with business operations managed under a single leadership regime, ensuring interdependent relationships and specialized responsibilities with clearly defined authority. Under this model, all activities of the departments within the company are overseen by the leadership, allowing for timely adjustments. The company's leadership is supported by functional departments in preparing decisions, providing guidance, and overseeing their execution. The Board of Directors is the highest governing body of Bateco Vietnam Joint Stock Company, elected by the General Meeting of Shareholders, consisting of 1 Chairman and 5 members with a 5-year term. Board members can be re-elected without term limits. At least one-third of the Board members must be independent non-executive members. The Board of Directors has the authority to decide on issues related to the company's objectives and interests, except for matters under the authority of the General Meeting of Shareholders. Additionally, the Board is responsible for overseeing the activities of the CEO and other management staff in accordance with legal regulations and the company's charter. The Supervisory Board monitors the company's overall management and operations, similar to the judicial function in a separation of powers model. The board conducts system-wide checks, performs ad-hoc inspections, and intervenes when necessary to ensure transparency. The Board of Management consists of 1 CEO and 2 Deputy Directors. The CEO acts as the company's legal representative, responsible for leading business operations and being accountable to the law. The Deputy Directors assist the CEO in specific areas and have authority when

delegated. The Business Department advises the company's leadership on investment, business, and planning activities. The Marketing Department works with the sales team to monitor brands, plan public relations, and develop media relationships. The Finance Department manages and develops financial resources, handles accounting operations according to regulations, and ensures accurate reporting. The Telecommunications and Informatics Department researches and applies new technologies in telecommunications and IT, while overseeing the quality of projects and equipment. The Human Resources and Administration Department handles labor management, salaries, and security. The Quality Control and Warranty Department monitors product quality, oversees measurement equipment, and ensures ISO 9001:2019 compliance in production.

The Telecommunication Technology Center is responsible for transmission equipment and supporting telecommunications systems. The Mechanical and Electronic Assembly Workshop produces and assembles electronic products and delivers them to construction projects. The Warehouse and Materials Department manages the receipt, quality check, storage, and distribution of goods as required. Bateco Vietnam Joint Stock Company operates in multiple industries, focusing on three main areas: Supplying industrial chemicals, industrial supplies and equipment, and environmental services. With a highly experienced workforce, the company is capable of meeting the diverse needs of its customers. In the field of industrial chemicals, Bateco provides a diverse range of chemicals serving various industries such as mining, beverage production, textiles, paper, cement, food, and water treatment. Through partnerships with reputable global suppliers, the company ensures the provision of high-quality chemicals at competitive prices. Additionally, Bateco offers safe and effective chemical treatment solutions for customers in line with international standards. The industrial supplies and equipment sector is another important aspect of the company's operations. With an extensive network of partners, Bateco can provide a wide range of equipment, spare parts, and supplies necessary for various industries such as oil refining, energy, mining, manufacturing, and processing industries. The diversity of products, combined with an experienced consulting engineering team, enables the company to offer comprehensive and efficient solutions to its clients. In addition to these core fields, Bateco Vietnam Joint Stock Company also offers a comprehensive suite of consulting, design, and installation services specifically tailored for environmental treatment systems catering to factories and industrial zones. Recognizing the critical need for effective environmental management in today's industrial landscape, Bateco has assembled a team of seasoned experts who bring a wealth of knowledge and experience in the field. This team is dedicated to providing innovative and compliant solutions for wastewater, exhaust gas, and solid waste treatment that not only adhere to international environmental standards but also align with Vietnamese laws and regulations. The company's approach to environmental consulting is multifaceted, incorporating cutting-edge technologies and methodologies to ensure optimal performance and sustainability. For instance, Bateco utilizes advanced monitoring tools and analytical techniques to assess the specific environmental impact of its clients' operations. By conducting thorough evaluations, the

company can recommend tailored solutions that effectively mitigate negative environmental impacts while optimizing operational efficiency.

In addition to treatment solutions, Bateco also offers environmental monitoring and supervision services designed to assist businesses in complying with stringent environmental protection regulations. These services not only help clients meet legal requirements but also foster a culture of environmental responsibility within their operations. By equipping businesses with the tools and insights they need, Bateco empowers its clients to make informed decisions that positively affect both their bottom line and the environment. With a diverse portfolio of services and a team of experienced and ethical professionals, Bateco continually strives to improve its offerings in order to provide optimal solutions to its customers. This commitment to excellence is evidenced by the trust that many large partners have placed in the company over the years, further solidifying its reputation as a leader in environmental solutions. Bateco Vietnam Joint Stock Company operates as a joint stock company, and as such, its financial management mechanism must comply with the provisions of the Enterprise Law and the company's organizational and operational charter. This ensures that the company operates within a structured framework that promotes accountability and transparency. At the helm of Bateco's governance is the Board of Directors, which serves as the highest governing body of the company. This board is responsible to the General Meeting of Shareholders for developing long-term financial strategies and making crucial decisions related to financial matters. These include approving financial plans, allocating and utilizing capital resources, determining the capital structure, and setting key financial indicators that guide the company's financial health and operational strategies. In parallel, the Supervisory Board plays a vital role in monitoring and checking the legality and rationality of business management practices, accounting records, and financial reporting within the company. Operating independently from both the Board of Directors and the Board of Management, the Supervisory Board ensures that there are checks and balances in place to maintain the integrity of the company's financial operations. At the executive level, the CEO holds significant responsibility for implementing the resolutions and decisions of the Board related to financial management. This includes developing comprehensive financial management regulations, which must then be submitted to the Board of Directors for approval. The CEO's role is pivotal in ensuring that these regulations are effectively implemented throughout the company, creating a cohesive approach to financial oversight. Supporting the CEO in this endeavor is the Finance and Accounting Department, a critical component of Bateco's financial management framework. This department not only advises the CEO on financial planning but also monitors and controls the implementation of financial plans. It is responsible for performing essential accounting tasks, preparing financial reports, and organizing internal financial audits to ensure accuracy and compliance. Thus, the financial management mechanism of Bateco Vietnam Joint Stock Company is organized based on principles of clear division of responsibilities, delegation, and management levels. This structure ensures that financial management is conducted professionally, transparently, and effectively while adhering to legal regulations. By

establishing a robust system of mutual oversight and control among various management levels, the company is well-equipped to promptly prevent, detect, and address any financial issues that may arise.

Within the Finance and Accounting Department, there is a distinct separation between accounting functions and financial management responsibilities, with clearly defined personnel for each area. This delineation enhances the effectiveness of both functions and ensures that specialized expertise is applied where it is most needed.

The financial planning process of the company over the past years has been systematic and methodical, consisting of several key steps:

**Step 1: Research and Forecast the Business Environment**

Bateco conducts comprehensive market research and financial analysis spanning the years 2017 to 2022. This groundwork has allowed the company to develop a financial plan that emphasizes key resources necessary for expanding additional services. By understanding market dynamics and industry trends, Bateco positions itself to make informed financial decisions that align with its strategic goals.

**Step 2: Identify Financial Management Objectives**

Following a thorough analysis of competitive factors, the Chief Accountant, who heads the Finance and Accounting Department, along with the company's leadership, annually reviews and sets financial management objectives for the upcoming fiscal year. This collaborative approach ensures that financial goals are realistic and aligned with the company's broader strategic vision.

**Step 3: Develop Implementation Options**

The company's management, with insights from the Finance and Accounting Department, proposes various implementation options aimed at achieving these financial objectives. This process prioritizes feasibility and practicality, ensuring that selected strategies can be realistically executed within the defined timeframes and resource constraints.

**Step 4: Evaluate the Options**

The leadership team rigorously analyzes and evaluates the proposed options, selecting the best one based on a thorough comparison of their viability. This evaluation process is critical, as it ensures that the chosen option guarantees the highest feasibility and facilitates quick recovery of invested capital.

**Step 5: Choose the Optimal Option and Implement**

Once the optimal financial option has been identified, Bateco's management formalizes it into administrative documents and develops a comprehensive financial plan that serves as the foundation for the following year's implementation. This plan encompasses projected revenues, expenses, and growth rate targets, all derived from careful forecasts of economic fluctuations. The responsibility for this crucial task falls to the company's finance department, which plays a pivotal role in guiding the organization's financial trajectory.

During this research and planning period, the company has consistently emphasized the importance of managing cash flow forecasts. To ensure effective cash flow management, Bateco has established fundamental principles that guide its forecasting practices. These include the principle of two lines of cash receipts and payments, which clearly separates incoming and outgoing cash flows; the principle of detailed accounting, ensuring meticulous recording of all cash transactions; and the principle of delegation, wherein

approved forecasts are entrusted to the planning and accounting departments for execution and control. To maintain the integrity of its cash management system, Bateco conducts regular inspections aimed at identifying areas for improvement and ensuring the reliability of its financial data. These inspections provide valuable insights into the performance of the banks managing the company's cash, assessing operational results, costs, and investment returns.

Additionally, through these inspections, Bateco identifies risk factors that could potentially impact cash flow, particularly those associated with the payment system. This proactive risk assessment enables the company to select banking partners—such as BIDV and MB Bank—that can offer flexible loans at competitive interest rates. These banking partners also provide automated services, such as payroll and payments through electronic data exchange systems, ensuring the security of the company's accounts and facilitating convenient payment processes.

Furthermore, Bateco has established agreements with these banks to transfer surplus balances from payment accounts to fixed deposit accounts during periods of excess liquidity. This strategic approach maximizes the utilization of available cash while generating additional interest income. However, the company recognizes the need to adopt measures to determine target cash reserves and to analyze the profitability and costs associated with holding cash effectively.

By focusing on these comprehensive financial management strategies, Bateco is well-positioned to navigate the complexities of the financial landscape, optimize its resource allocation, and enhance its operational efficiency, ultimately contributing to its long-term success and sustainability in the competitive market.

### 3. Current State of Financial Management at Bateco Vietnam Joint Stock Company

Bateco Vietnam Joint Stock Company currently faces a dynamic financial landscape characterized by both opportunities and challenges. The company's financial management practices are pivotal in supporting its growth ambitions and ensuring operational efficiency. Presently, Bateco has established foundational financial processes; however, there are areas that require enhancement to optimize resource allocation and mitigate risks. The financial management system is tasked with analyzing financial performance, assessing risks, and providing actionable insights to guide decision-making.

Despite a strong commitment to financial discipline, the company grapples with issues such as cash flow management, debt recovery, and the need for more precise forecasting. These challenges can hinder its ability to respond swiftly to market fluctuations and capitalize on emerging opportunities. As Bateco embarks on its strategic initiatives, a thorough evaluation and improvement of its financial management practices will be essential. This will ensure that the company not only sustains its current operations but also effectively supports its ambitious roadmap for the future.

In the coming years, Bateco Vietnam Joint Stock Company has set forth an ambitious and meticulously defined roadmap aimed at transforming itself into one of the premier enterprises in the field of supplying industrial materials and equipment throughout Vietnam. This objective is not merely

aspirational; it is underpinned by a series of strategic initiatives designed to fortify the company's overall capabilities and enhance its market presence across various segments. By honing in on critical areas such as production enhancement, market expansion, human resource development, research and development (R&D), and sustainability, Bateco is determined to secure a significant foothold in both domestic and international markets, positioning itself as a leader in its industry.

To begin with, the company is prioritizing the enhancement of its production capacity through a multifaceted approach that includes the expansion of its production scale, significant investments in cutting-edge machinery and equipment, and the implementation of advanced technologies throughout its manufacturing processes. The industrial sector is in a constant state of evolution, driven by technological advancements, changing consumer preferences, and increasing competition. Companies that do not keep pace with these developments risk losing their competitive edge and market relevance. Therefore, Bateco is resolutely committed to staying ahead of the curve by continually upgrading its production capabilities. This dedication not only elevates the quality of its products to meet the surging demands of the market but also yields substantial cost savings and enhances operational efficiency. A central aspect of this initiative is the integration of automation and digital technologies into the production process, which streamlines operations, reduces reliance on manual labor, and increases precision in manufacturing. By adopting smart manufacturing practices, Bateco can optimize its production workflows, monitor real-time performance metrics, and make data-driven decisions that improve output quality. These advancements enable the company to produce high-quality products at competitive prices, ensuring it remains a formidable contender in the marketplace.

In tandem with its focus on expanding production capacity, Bateco is equally committed to investing in sustainability initiatives that resonate with the global shift towards green manufacturing practices. This commitment encompasses a comprehensive range of efforts aimed at reducing energy consumption, minimizing waste, and implementing environmentally friendly practices throughout all aspects of production. By adopting such measures, Bateco not only adheres to stringent international standards but also appeals to a growing base of eco-conscious consumers who prioritize sustainability in their purchasing decisions. In this context, the company recognizes the importance of aligning its operations with global sustainability goals, thereby positioning itself as a responsible corporate citizen that contributes positively to the environment and society.

Bateco's sustainability initiatives include the implementation of renewable energy sources, such as solar panels and wind energy, to power its manufacturing facilities. The company is also exploring options for recycling and repurposing waste materials generated during production, thereby closing the loop in its manufacturing processes. By actively engaging in sustainability practices, Bateco aims to not only reduce its carbon footprint but also foster a culture of environmental stewardship within its workforce and among its customers.

Furthermore, Bateco has laid out ambitious plans to expand its market reach and explore collaboration opportunities both domestically and internationally. Actively engaging in

trade fairs, exhibitions, and industry conferences, promoting its product offerings, and cultivating relationships with potential partners will enable Bateco to diversify its customer base, increase its market share, and gradually solidify its position in the industry. The international markets present vast growth opportunities, particularly in regions experiencing rapid industrialization where the demand for industrial materials and equipment is on the rise. By forming strategic partnerships with foreign companies, Bateco can leverage its expertise while gaining access to new markets, innovative technologies, and comprehensive supply chains. Moreover, collaboration with international partners will facilitate the exchange of cutting-edge technologies, enhance management capabilities, and unveil new avenues for development.

The company's strategy for international expansion is also motivated by a desire to mitigate risks associated with a heavy reliance on the domestic market. Economic fluctuations, policy shifts, and market saturation are all variables that could negatively impact Bateco's performance within Vietnam. By diversifying its operations into global markets, Bateco can minimize its exposure to these risks and cultivate a more resilient business model. Additionally, entering new markets provides the opportunity to enhance brand visibility, establish Bateco as a leading supplier on a global scale, and unlock new revenue streams that can support the company's long-term growth trajectory.

To further enhance its market presence, Bateco is also keen on utilizing digital marketing strategies and e-commerce platforms to reach a wider audience. By investing in a robust online presence and leveraging social media channels, the company aims to engage directly with customers, showcase its product range, and build brand loyalty. This digital transformation will not only broaden its customer base but also provide valuable insights into consumer behavior, enabling Bateco to tailor its offerings to meet specific market demands.

In parallel with its market expansion efforts, the company is equally focused on improving the quality of its human resources through a robust framework of regular training and professional development programs. A high-caliber workforce will serve as a solid foundation for Bateco's sustainable growth over the long term. Given the fast-paced nature of the industrial sector, it is imperative that employees are equipped with up-to-date skills and knowledge. Bateco is steadfast in its commitment to offering continuous learning opportunities, ranging from technical training in cutting-edge machinery and production techniques to leadership development programs aimed at nurturing future leaders within the company. Moreover, Bateco aims to create an inclusive workplace that fosters diversity and encourages creativity, recognizing that varied perspectives and backgrounds contribute to innovative solutions and a dynamic organizational culture.

Additionally, the organization is focused on attracting top talent from universities and industry by providing competitive salaries, comprehensive benefits, and clear career advancement pathways. This proactive approach to talent acquisition and retention is essential in building a skilled workforce that can drive the company's success in an increasingly competitive market. By investing in the development of its employees, Bateco not only enhances its internal capabilities but also strengthens its reputation as an employer of choice in the industry.

To complement its human resource development initiatives, Bateco is committed to refining its organizational structure, enhancing management efficiency, and fostering a healthy corporate culture that motivates and engages employees. A well-organized company structure ensures that resources are allocated efficiently, decisions are made swiftly, and the organization can adapt nimbly to market changes. Bateco's corporate culture is built on principles of collaboration, innovation, and a shared commitment to collective success. This culture fosters a positive workplace where employees feel valued and are inspired to contribute to the company's growth and success. Furthermore, the company emphasizes open communication, teamwork, and recognition of individual contributions, which are vital for creating a supportive and inclusive environment that drives employee satisfaction and productivity.

Another pivotal focus for the company in the near future is the enhancement of research and development (R&D) activities aimed at creating innovative products and improving service quality. Leveraging its strengths as an experienced player in the industrial materials and equipment sector, Bateco is poised to continually innovate and enhance the quality of its products and services in order to meet the diverse and evolving needs of its customer base. The industrial sector is characterized by rapid technological advancements, and companies that do not prioritize innovation risk being left behind. To maintain its competitive edge, Bateco will place a strong emphasis on investing in R&D, thereby facilitating the development of new, high-quality products that cater to the changing demands of its clientele.

This focus on innovation will require the company to prioritize investment in research and development activities that encourage creativity and foster innovation among its technical staff. Furthermore, by investing in state-of-the-art laboratories, simulation tools, and testing facilities, Bateco can significantly shorten product development cycles, enabling it to bring new solutions to market more quickly than its competitors. The company also intends to collaborate with universities and research institutions to stay abreast of the latest scientific advancements and effectively incorporate these innovations into its product development strategies. Such collaborations will not only enhance Bateco's R&D capabilities but also position the company as a thought leader in the industry, capable of driving advancements that benefit not just itself but the entire sector. In addition to product innovation, enhancing service quality is a critical component of Bateco's overall strategy. As customer expectations continue to rise, businesses must deliver not only superior products but also provide exceptional service. Bateco plans to bolster its customer support framework by investing in training for its sales and technical support teams, implementing advanced customer relationship management (CRM) systems, and offering value-added services such as after-sales support and maintenance. This multifaceted approach will enable the company to foster long-term relationships with its customers, differentiate itself from competitors in the marketplace, and ultimately enhance customer satisfaction and loyalty.

Sustainable development is a long-term goal that Bateco aims to achieve alongside its economic objectives. The company seeks to make a positive impact on community and social development through charitable activities, community

support initiatives, and environmental conservation efforts. Establishing itself as a socially responsible enterprise will contribute to enhancing the company's reputation and overall market position. Corporate social responsibility (CSR) has emerged as a crucial consideration in the modern business landscape, and companies that prioritize CSR initiatives are frequently viewed more favorably by consumers, investors, and other stakeholders. Bateco plans to allocate a portion of its profits toward supporting local communities, funding educational programs, and engaging in environmental preservation efforts that resonate with its core values and mission. Furthermore, sustainability is woven into the fabric of the company's business model through a commitment to reducing environmental impact. This includes efforts to lower carbon emissions, minimize waste, and source materials from sustainable suppliers. By adopting these practices, Bateco not only contributes to the global effort to combat climate change but also appeals to customers who are increasingly prioritizing environmentally friendly products and services. The company recognizes that a sustainable approach not only benefits the planet but also creates long-term value for shareholders and stakeholders alike. In addition to its robust internal sustainability initiatives, Bateco is dedicated to actively engaging with its supply chain to promote and implement sustainable practices among its suppliers. Recognizing that sustainability is a collective effort that extends beyond its own operations, the company aims to build strong partnerships with vendors who share its commitment to environmental responsibility. By fostering collaboration with these like-minded suppliers, Bateco can effectively enhance the sustainability of its entire supply chain, creating a ripple effect that positively impacts the broader industry. This proactive approach involves not only encouraging suppliers to adopt eco-friendly practices but also providing them with the necessary resources and support to achieve their sustainability goals. Bateco plans to implement various strategies, such as hosting workshops and training sessions, to educate suppliers on best practices in sustainability. These initiatives will cover a wide range of topics, including waste reduction, energy efficiency, sustainable sourcing of materials, and the importance of minimizing carbon footprints. By equipping suppliers with the knowledge and tools they need, Bateco seeks to empower them to make meaningful changes that contribute to a more sustainable operational model.

Furthermore, Bateco recognizes the importance of transparency in its supply chain. To that end, the company is committed to establishing metrics and benchmarks to assess and monitor the environmental performance of its suppliers. This will involve regular audits and evaluations to ensure compliance with industry standards and regulations, thereby fostering a culture of accountability and continuous improvement. By prioritizing sustainability throughout the supply chain, Bateco can create a more resilient and responsible network that benefits not only the company but also the entire ecosystem of stakeholders involved.

In addition, Bateco aims to leverage technology to enhance collaboration with its suppliers. By utilizing digital platforms and tools, the company can facilitate better communication, share data on sustainability performance, and track progress toward common environmental goals. This technological integration will help streamline processes and provide suppliers with real-time feedback, enabling

them to make informed decisions and adjustments to their operations.

Ultimately, Bateco's commitment to sustainable supply chain management positions it as a leader in environmental stewardship within the industry. By actively engaging with suppliers and fostering a collaborative approach to sustainability, the company not only enhances its own brand image but also appeals to an increasingly eco-conscious consumer base. This alignment of values with suppliers helps to solidify Bateco's reputation as an environmentally conscious enterprise, setting a standard for others in the industry to follow. In this way, Bateco not only contributes to a healthier environment but also plays a crucial role in promoting a sustainable future for all stakeholders involved.

#### **4. Solutions to Improve Financial Management at Bateco Vietnam Joint Stock Company**

In the coming years, Bateco Vietnam Joint Stock Company has set clear and specific development directions to continue expanding and becoming one of the leading enterprises in the field of industrial materials and equipment supply in Vietnam. First and foremost, the company focuses on investing in enhancing production capacity through expanding production scale, investing in modern machinery and equipment, and applying advanced technology in the production process. This not only helps improve product quality to meet the increasingly high market demands but also contributes to cost savings and enhances operational efficiency.

The company is orienting towards market expansion and seeking cooperation opportunities both domestically and internationally. Participating in trade fairs and international cooperation will help the company increase its market share, assert its position, and access new technologies. At the same time, the company emphasizes improving workforce quality through regular training and improving organizational structure to motivate employees. The company also focuses on product research and development, improving services to meet diverse customer needs. Aiming for sustainable development, the company is not only concerned about economic benefits but also contributes to the community and protects the environment.

To enhance financial analysis, the company needs a scientific analysis process, risk assessment, and close integration between accounting, internal auditing, and financial analysis to provide accurate information to management. To develop financial plans, the company needs to adhere to several main bases:

The company sets clear growth and profit targets based on a specific financial plan, including monthly sales, cost, and profit forecasts. Management needs to improve operational skills, seize market opportunities, and develop products. Financial plans (KHTC) should be updated based on financial reports and compared with other companies in the industry for improvement. Long-term financial plans need to be clear, with targets for revenue and profit growth over 3-5 years, identifying capital needs and adjusting if profits are insufficient.

To increase financial autonomy, the company can issue shares or bonds. Detailed cost estimation and strict cash flow control are necessary. Actively negotiating with customers regarding contract advances and limiting bank loans is essential. The company needs to effectively manage credit capital and reduce interest costs.

Enhancing flexible production organization, using information technology, and saving on machinery relocation costs is vital. The company should vigorously manage payments, debt recovery, and improve bidding capacity. Implementing enterprise management software to reduce costs and enhance efficiency is important.

Mobilizing idle capital from employees at reasonable interest rates and participating in joint ventures to strengthen financial and technical capacity is recommended. Maintaining good relationships with suppliers and utilizing idle equipment to generate revenue is crucial. Disposing of old equipment and issuing bonds if necessary to supplement capital should be considered. Negotiating payment terms with customers to improve capital utilization is essential. The company must regularly review and urge debt recovery, proposing solutions for bad debt groups, ensuring capital for upcoming projects. The company needs to actively resolve obstacles with investors regarding the settlement of completed consulting volumes, proactively freeing up capital, ensuring timely capital recovery and provision for construction units to continue implementing ongoing consulting projects, with decisive measures to recover outstanding capital.

Coordination among the technical department, planning department, and finance department in monitoring and managing contracts and construction progress is essential. Completed project items should be quickly approved and submitted for payment, ensuring compliance with procedures to facilitate prompt payments from investors.

The company needs to establish a self-assessment and evaluation mechanism, while encouraging competition among departments to ensure effective management. Enhancing system governance roles and strengthening quality oversight is crucial for ensuring product quality. The company should maximize resource utilization, expand into the mineral sector, and improve service quality to increase market share. Financial management should be improved by analyzing discrepancies, optimizing costs, and enhancing staff training. Improvement proposals include enhancing internal control, diversifying audit topics, and requesting state support regarding financial and tax policies.

The company's financial plan lacks detailed monthly breakdowns and feasibility, leading to low business efficiency and significant financial pressure. The company lacks an effective strategy for debt recovery and capital utilization, resulting in wasted costs and high financial risks. The implementation of the financial plan is still limited, with low financial indicators and capital efficiency, making cash flow management challenging. Financial plan inspection and oversight are inadequate, with many errors and omissions in analysis and control. The main causes include inadequacies in policy mechanisms, underdeveloped financial markets, and ineffective financial planning and analysis.

The government needs to establish stable and sustainable strategies regarding financial policy, ensuring transparency and creating favorable conditions for businesses to operate through resolutions, laws, decrees, and circulars. It should ensure public consultation time, and when regulatory documents are issued, ministries should quickly implement guidance, continuously updating beyond the prescribed deadline. Outdated policies that no longer align with reality must be swiftly and decisively adjusted to keep pace with the ever-changing societal trends.

Consulting cost standards need to be timely adjusted in line with wage increases. Projects should be appraised and verified according to the current government's progress and regulations.

Implementing policies that make it easier for businesses to access capital, controlling interest rates for loans from commercial banks for both old and new debts at the same rate is crucial; at the same time, minimizing administrative procedures and collateral requirements to facilitate businesses in accessing loan capital in the market is essential.

Regarding tax and fee policies, the government should consider ensuring predictability, sustainability, and practicality over the long term when issuing policies. Specifically, VAT exemptions for certain domestic goods should be considered to help businesses reduce prices, address inventory, and recover capital for reinvestment; additionally, limiting the issuance of new taxes and fees imposed on businesses and citizens to increase goods demand and support businesses is vital.

On environmental issues, the government should direct ministries to have unified, specific, and clear guidelines for businesses to implement environmental protection based on specific standards, avoiding difficulties for businesses in research, application, and compliance.

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