
Financial Performance Analysis and Indicator-Based Improvement Strategies in a Selected Company

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Abstract:

Purpose: The main objective of the contribution is to carry out a financial analysis of performance in a selected company and evaluate the results obtained, then propose possible solutions that would help the company to improve in measuring performance indicators.

Design/Methodology/Approach: To get closer to the selected company, an analysis of profits and sales over several years, i.e., their development, has been developed. Specific measurement proposals have also been developed based on various indicators, according to which it is possible to summarize the given knowledge and transfer it to a graphic form.

Findings: The values of the first-stage liquidity indicator have reached the safe zone. Furthermore, modern approaches to measuring performance were evaluated. From the point of view of the economic added value EVA, the results are in positive numbers except for 2019, and they have an increasing tendency. These investments were profitable and effective.

Practical Implications: The research provides practical guidance and specific recommendations that can directly contribute to improving the financial health and overall performance of the analysed company. The emphasis on measurable indicators and the proposal of implementable solutions increases its practical value for management practice.

Originality/Value: For a company to successfully prosper, it is important to know its performance and further improve it. Performance is therefore an important factor that can affect the success and progress of the company. Each company usually invests its money in a certain item but with the aim of returning this financial item to the business cycle.

Keywords: Financial performance, business performance measurement, efficiency.

JEL Code: D24, D61, O14.

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1. Introduction

Every effectively operating company systematically monitors its development and maintains a robust financial management system. This is essential both in times of unpredictable change (Doan and Shaw, 2019; Latysheva *et al.*, 2020) and during periods of relative economic stability.

Financial planning, resource control, and efficient allocation are key to maintaining the company's financial stability and equilibrium (Obrenovic *et al.*, 2020). Regular analysis of financial results serves as a starting point for improving operational activities. It allows the identification of an organization's strengths and weaknesses, as well as the factors that can drive growth, thereby supporting effective performance management.

The choice of financial indicators as strategic performance indicators is not obvious (Helmold, 2022). Not all financial indicators are suitable for assessing the achievement of strategic goals because they are often retrospective in nature. The key to organizational success lies in aligning key performance indicators (KPIs) with overarching goals, ensuring that every operational effort contributes to the company's long-term vision. Such alignment fosters both efficiency and effectiveness, which are essential for maintaining a competitive advantage and achieving sustainable growth.

KPIs are measurable indicators used to assess progress toward strategic goals. They transform a company's vision into actionable goals (Helmold, 2022; Mtau and Rahul, 2024). For example, a retail company might track sales growth or inventory turnover to assess operational efficiency and competitiveness, or a technology company focused on innovation might monitor R&D spending as a percentage of sales or the number of patents filed annually to assess its commitment to innovation and growth potential. Choosing the right KPIs enables effective monitoring and agile adjustment of strategic initiatives.

In the pursuit of greater efficiency and cost-effectiveness, the business world continuously refines its methods for evaluating performance. One of the most widely adopted approaches is performance measurement, which reflects the efforts of business leaders to improve returns on investment in business processes (Sharma and Kodali, 2008; Zairi, 2012; Faozen and Sandy, 2024). Business performance management (BPM) is a key tool in this context, aiming to identify more effective methods through systematic data collection and analysis.

Business performance management involves setting business goals, using monitoring methods to track their achievement, and developing strategies to help managers reach those goals more effectively. By analysing and collecting data, a company can assess how management changes are affecting performance and adjust its operations accordingly to create more efficient processes.

Although business performance management is a broad concept, it is most effective when used to analyze specific goals and helps companies reduce operating costs while increasing revenue (Bolfek and Lončarć, 2010; Raffoni *et al.*, 2018). These activities work together to create a more efficient process.

Current business challenges mean that understanding elements that can affect organizational performance represents a differential factor in maintaining competitiveness (Drago *et al.*, 2022). Today's customer-driven economy demands higher levels of customer satisfaction, which is primarily achieved through enhanced performance and efficiency. Companies must stay ahead of the competition for as long as possible.

Based on this, we distinguish between (Venkatraman and Ramanujam, 1986):

- Operational performance – Focuses on reducing costs, improving quality, and minimizing operational time. Various methods and tools are used to enhance operational performance.
- Strategic performance – Aims to help the company achieve its long-term goals. It reflects improvements in operational performance driven by strategic indicators.

To this day, financial indicators remain indispensable. They provide insights into a company's current situation, its position relative to competitors, and short-term development trends. However, this is no longer sufficient. Managers recognize that some financial indicators do not fully reflect company performance.

For example, gross profit, which is derived from costs and accounting revenues, may differ from the tax base due to non-taxable costs and revenues, or due to profit manipulation to reduce tax liability. As a result, managers are increasingly focusing on cash flow, which provides a clearer picture of financial health.

2. Literature Review

Performance appraisal has been the subject of considerable research for almost a century. This research has produced very few specific recommendations for designing and implementing performance appraisal and management systems that are designed to improve performance (DeNisi and Pritchard, 2006; Gerow *et al.*, 2014). One of the main reasons given for this is that evaluation research has become too concerned with measurement and not sufficiently concerned with how to improve performance (DeNisi and Pritchard, 2006).

A current topic for businesses is how to align performance measures with business strategy, corporate culture, and organizational structures (Chenhall, 2005; Zheng, Yang, and McLean, 2010; Van De Ven *et al.*, 2023). This includes determining the number and type of measures, balancing the costs and benefits of implementing

them, and ensuring that the results are actionable (Závorská, 2012).

Performance measurement is one of the cornerstones of business excellence. Business excellence models utilize performance measures while also considering the design of performance measurement systems to ensure alignment with strategy. These systems must function consistently in communication, performance management, and monitoring.

Quantitative performance measurement approaches have proven effective in assessing organizational performance. However, over the past two decades, increasing attention has been given to the development and use of non-financial performance measures, which can also serve as motivational tools (Alves and Lourenço, 2022). This shift has been driven by initiatives from both the top and bottom of organizations.

At the operational level, performance management is typically based on specific indicators that are not financially oriented. At the highest level, financial performance remains a key focus.

However, other critical factors—such as operational efficiency—are not easily captured by financial metrics alone. As a result, non-financial performance measures have evolved significantly, sometimes at the expense of further developing financial metrics (Neely, 2002).

According to Kaplan and Norton (1996), performance measurement systems should be designed to support strategic objectives and provide feedback that enables continuous improvement. Their Balanced Scorecard framework emphasizes that strategic alignment and feedback loops are essential for long-term success. Performance must be assessed not only through financial outcomes but also through internal processes, customer satisfaction, and learning and growth perspectives.

This view is echoed by Dudoková (2020), among others, who argues that from a long-term perspective, performance measurement should be a priority for every managed company. It provides a solid foundation for selecting and guiding the right strategy. Therefore, feedback is crucial.

To ensure strategic success, two key issues must be addressed:

- The company's strategies must be addressed consistently, continuously, and systematically. For example, does the strategy tackle the core problem?
- Performance must be evaluated from a strategic perspective. For instance, does the strategy help achieve optimal performance, or is the current performance level aligned with the strategic plan?

If it is necessary to determine how efficient a company is, it is not enough to simply

fulfil a given plan. It is also essential to evaluate the procedures and resources that led to its fulfilment. This typically involves assessing the strategy and its effectiveness (Dudoková, 2020).

One of the earliest performance measurement systems is the Sink and Tuttle model from 1989 (Sink and Tuttle, 1989; Marcinekova and Sujova, 2014). This method suggests that if a company aims to achieve the highest possible performance of its organizational system, it must meet the following seven interrelated criteria:

- Efficiency – Based on the principle of doing things correctly and on time, with the highest possible quality.
- Effectiveness – Defined as the process of input and transformation; it evaluates how resources are consumed and whether they are used appropriately.
- Quality – A broad concept that can be viewed from multiple perspectives. In a company, it is represented by five control points: selecting and managing systems close to resources, ensuring the best incoming quality, managing quality within the process, ensuring the best outgoing quality, and achieving customer satisfaction in every aspect.
- Productivity – Refers to the traditional ratio between the output of a given system and the amount of input it receives.
- Quality of Working Life – Often underestimated, this criterion reflects employee satisfaction, salary conditions, and loyalty to the company, all of which indicate whether the system is functioning effectively.
- Innovation – Contributes to performance by supporting the continuous improvement of products and services.
- Profitability – A fundamental goal for any company, representing the relationship between revenues and costs.

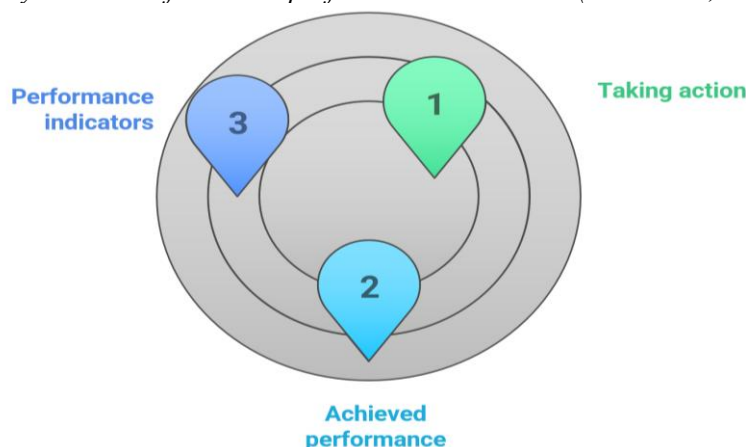
To evaluate performance, it is necessary to define the indicators the company aims to achieve based on the results obtained. The outcomes of measuring these indicators, when compared with expected performance, provide a realistic assessment of actual performance (Figure 1). The differences between actual and expected results are analysed, and corrective actions are proposed—ranging from minor adjustments to the indicators to a complete strategic overhaul (Dudokova, 2020).

Over time, several classical approaches to measuring corporate performance have been developed, each offering a distinct perspective on how productivity, efficiency, and effectiveness can be assessed within an organization. These include (Venkatraman and Ramanujam, 1986; Gregor and Mičieta, 2010):

- Lawlor's Approach – Views productivity as a comprehensive measure of both effectiveness and efficiency. It emphasizes adherence to efficiency, effectiveness, objectives, comparability, and growth trends.

- Structural Kurasawa's Approach – Measures productivity based on the sequence of decision-making processes and focuses on the company's internal structure.
- W.F. Christopher's Approach – Treats the enterprise as a system composed of organizational units. Productivity is defined for each unit, and results are visualized as performance trends.
- Gold's Approach – Focuses on the return on investment (ROI) and links profit to specific elements, forming a single equation where profit and investment are proportionally related.
- Y. Fukulu's Approach – Known as the Productivity and Quality Improvement Program (PQIP), it analyses productivity at tactical, operational, and strategic levels. The analysis is conducted regularly (monthly or annually) and includes benchmarking against competitors.
- Total Productivity Management (TPM) – Developed by Akiba and Suito in Japan, this method aims to continuously increase productivity and align it with corporate goals.

Figure 1. Key elements of business performance evaluation (Dudoková, 2020)



Source: Dudoková, 2020.

Modern approaches to performance measurement differ significantly from traditional ones. One of the most notable developments is the inclusion of economic results as key indicators, shifting the focus from purely operational metrics to broader assessments of company value.

These contemporary methods aim not only to evaluate performance but also to examine the growth in the value of capital invested by the owners. Achieving this requires effective cooperation—both across business functions and among stakeholders (Kopecká, 2017).

Modern performance measurement no longer considers only economic profit but also includes the opportunity cost of capital — representing the value of foregone

investment opportunities.

These approaches also account for risk and the volume of capital tied up in the company. As a result, new performance indicators have emerged, characterized by the following criteria:

- strong correlation with share value,
- data-driven and information-rich,
- consideration of tied-up capital and risk,
- ability to assess both company value and performance,
- clear links between management levels,
- support for value-based management.

Modern performance measurement tools include:

- Economic Value Added (EVA),
- Return on Net Assets (RONA),
- Cash Flow Return on Investment (CFROI),
- Market Value Added (MVA),
- Balanced Scorecard (BSC).

3. Research Methodology

This study adopts a case study approach to evaluate business performance using selected financial analysis methods in a company operating in the furniture manufacturing and sales sector. The analysis was based on financial data obtained through consultations with company representatives and publicly available financial statements.

The company selected for this case study is based in the Slovak Republic, a choice that was both strategic and contextually relevant. Slovakia represents a dynamic and competitive business environment within Central Europe, where operational performance is particularly emphasized as a key driver of business success (Gavurová, 2011). Slovak enterprises, especially in the manufacturing sector, are under constant pressure to improve efficiency, reduce costs, and enhance product quality to remain competitive in both domestic and international markets.

Moreover, Slovakia's economic structure—characterized by a high proportion of small and medium-sized enterprises (SMEs)—makes it an ideal context for studying the practical application of performance measurement tools.

These companies often rely on traditional financial indicators to guide decision-making, making them suitable subjects for evaluating the effectiveness of ratio-based performance analysis.

The methodology employed in this study includes the use of ratio indicators, which are among the most widely used tools for assessing company performance. These indicators provide a quick and interpretable snapshot of a company's financial health and operational efficiency. The analysis focused on key financial ratios such as profitability, liquidity, and efficiency metrics, which were calculated using standard formulas and interpreted in the context of the company's strategic goals.

By applying these methods to a real-world case, the study aims to demonstrate how financial performance analysis can support strategic decision-making and identify areas for improvement in operational and strategic performance.

3.1 Liquidity Indicators

A financially stable company is one that is able to convert receivables into cash and use them to meet its obligations – a prerequisite for business continuity. Table 1 presents the company's liquidity ratios at the first, second, and third levels for the period from 2019 to 2024. The resulting values are expressed as ratios.

Table 1. *Liquidity indicators*

Year	2019	2020	2021	2022	2023	2024
Quick liquidity (Tier 1)	0,07	0,09	0,09	0,13	0,20	0,57
Current liquidity (Tier 2) L 2	0,33	1,10	0,30	0,33	0,53	0,92
Total liquidity (Tier 3) L 3	2,91	3,01	1,79	2,19	3,56	2,96

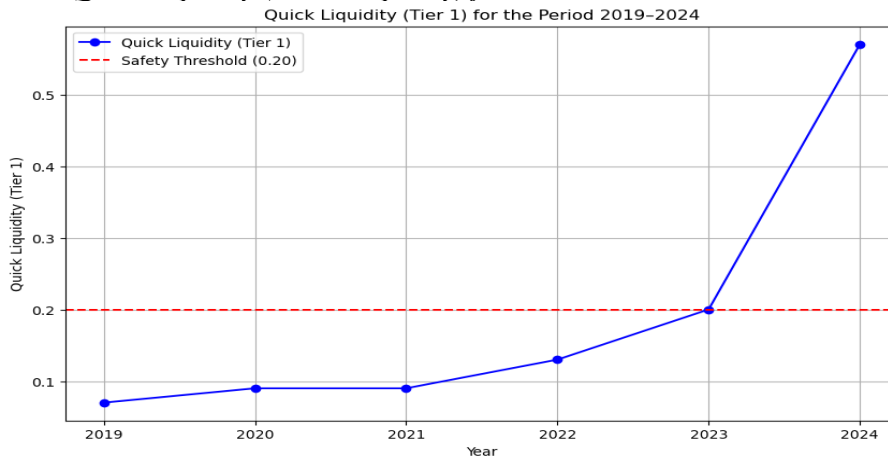
Source: Own study.

Quick ratio (Tier 1 liquidity), also referred to as first-degree liquidity, is considered adequate when a company holds at least €0.20 in highly liquid assets for every €1 of short-term liabilities. As illustrated in Figure 2, the company met this benchmark in 2019 and 2020, with values of €0.20 and €0.57, respectively. In the following years, however, the quick ratio fell below this minimum threshold, indicating a reduced capacity to meet short-term obligations using only the most liquid financial resources.

Current liquidity (Tier 2 liquidity), also referred to as second-degree liquidity, reflects the company's ability to cover its short-term liabilities using all current assets, including inventories. It provides a broader view of liquidity than quick liquidity, as it considers assets that may not be immediately convertible into cash but are still expected to be realized within the operating cycle.

As shown in Table 1 and Figure 3, the company's current liquidity fluctuated significantly between 2019 and 2024. The optimal value for this indicator is generally considered to be around 1.0, meaning that current assets are equal to short-term liabilities. In 2020, the company exceeded this threshold (1.10), indicating a strong short-term financial position.

Figure 2. Quick Liquidity (Tier 1 Liquidity) for the Period 2019-2024

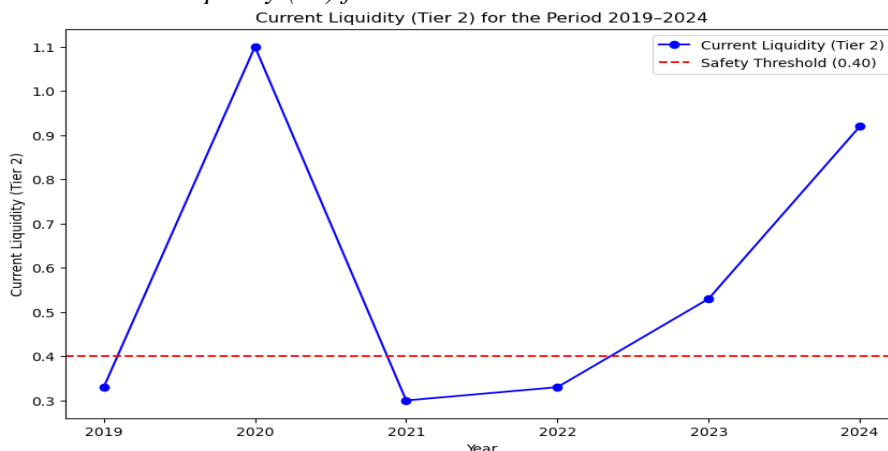


Source: Own study.

However, in 2021 and 2022, the ratio dropped to 0.30 and 0.33, respectively, suggesting potential difficulties in covering short-term obligations without relying on external financing or accelerating receivables.

The gradual improvement in 2023 and 2024 (0.53 and 0.92) indicates a recovery in the company's liquidity position, approaching the optimal level. This trend may reflect better inventory management, improved receivables collection, or a reduction in short-term liabilities.

Figure 3. Current Liquidity (L2) for the Period 2019-2024



Source: Own study.

Total liquidity (Tier 3 liquidity), also known as third-degree liquidity, measures a company's ability to cover its short-term liabilities using all current assets, including inventories and other less liquid components. It provides a comprehensive view of

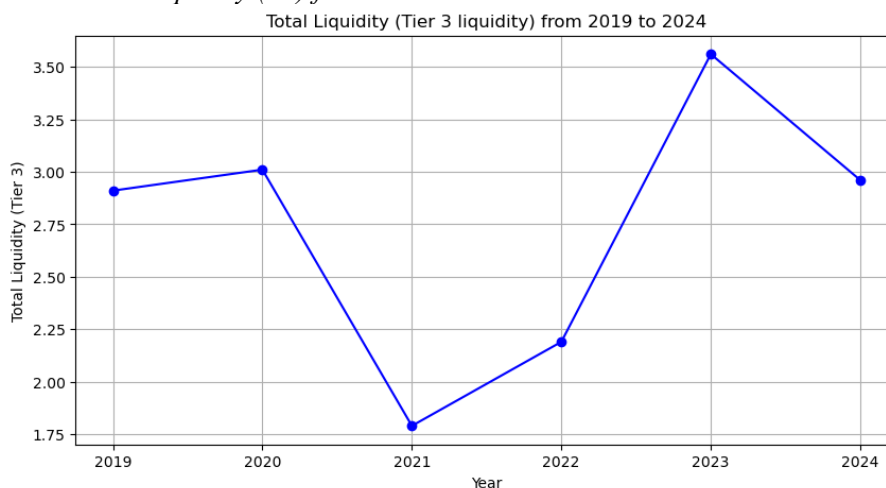
the firm's short-term financial resilience.

As shown in Figure 4, the company maintained a relatively strong liquidity position throughout the period from 2019 to 2024. The indicator remained well above the commonly accepted minimum threshold of 1.0, suggesting that the company consistently held more current assets than short-term liabilities.

The highest value was recorded in 2023 (3.56), indicating a particularly strong liquidity buffer. This may reflect increased inventory levels, improved receivables, or a reduction in short-term obligations. Conversely, the lowest value occurred in 2021 (1.79), which, although still above the critical threshold, signals a temporary weakening in the company's liquidity position. This dip may have been caused by a rise in short-term liabilities or a decline in current assets.

Overall, the company demonstrated a stable and favorable liquidity profile, with total liquidity values suggesting a low risk of short-term insolvency. The consistent performance above the optimal level indicates effective working capital management and a solid foundation for meeting operational needs.

Figure 4. Total Liquidity (L3) for the Period 2019–2024



Source: Own study.

3.2 Profitability Indicators

Profitability indicators measure profitability, capital utilization, return on invested capital, and reinvestment capacity. In other words, they reflect the efficiency of business operations. Table 2 and Figure 5 present the indicators monitored by the company and illustrates the effectiveness of its activities.

Firstly, it should be noted that the indicator values in 2019 were significantly weaker

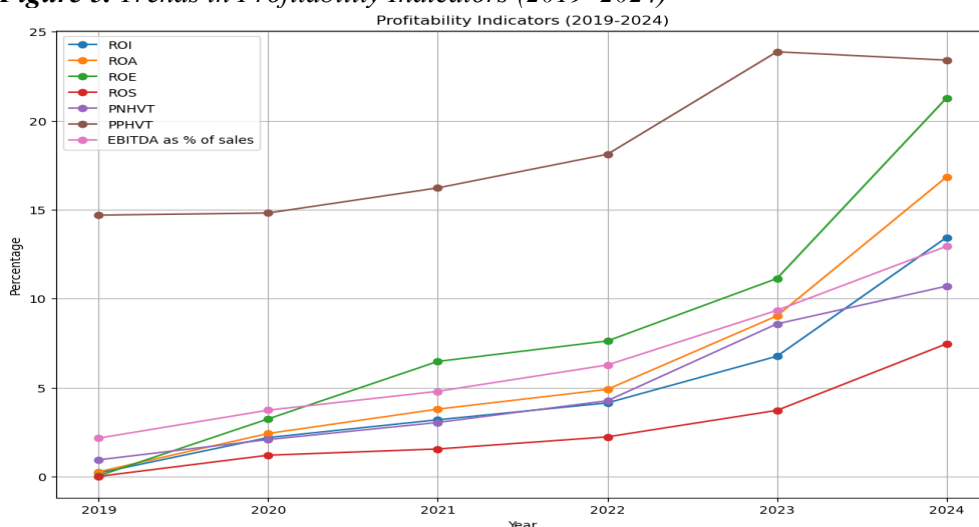
compared to the following years. This was due to the fact that the company had only just signed a contract for the supply of furniture from China. However, the values from 2020 clearly show that this was a sound decision, as all indicators improved substantially.

Table 2. Profitability Metrics for Evaluating Business Efficiency (2019–2024)

Year	2019	2020	2021	2022	2023	2024
ROI – Return on Invested Capital	0,20%	2,19%	3,19%	4,14%	6,76%	13,44%
ROA – Return on Total Assets	0,27%	2,42%	3,79%	4,90%	9,03%	16,84%
ROE – Return on Equity	0,04%	3,24%	6,47%	7,62%	11,13%	21,28%
ROS – Return on Sales	0,01%	1,20%	1,55%	2,23%	3,72%	7,46%
PNHVT – Share of Newly Created Value in Sales	0,94%	2,08%	3,04%	4,26%	8,58%	10,70%
PPHVT – Share of Added Value in Sales	14,69%	14,81%	16,22%	18,11%	23,87%	23,40%
EBITDA as a Percentage of Sales (Earnings Before Interest, Taxes, Depreciation, and Amortization)	2,16%	3,73%	4,79%	6,27%	9,34%	12,94%

Source: Own study.

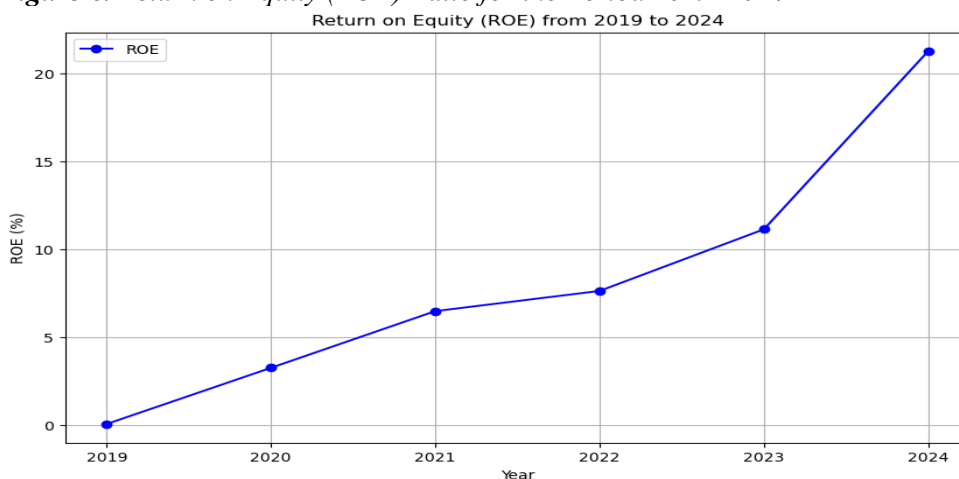
Figure 5. Trends in Profitability Indicators (2019–2024)



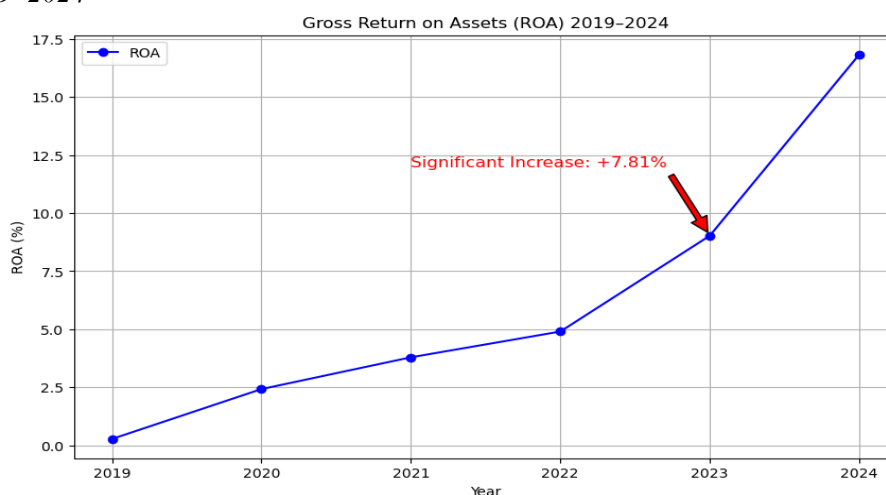
Source: Own study.

Return on Equity (ROE) has increased consistently year over year, indicating a positive upward trend (Figure 6). In 2022, the company generated €0.07 of net profit for every €1 of equity, and by 2024, this figure had risen to €0.21. The higher the ROE, the more profitable the company is for its shareholders.

The gross return on assets (ROA) also demonstrated a consistent upward trend, with the most significant improvement occurring between 2023 and 2024 (Figure 7). During this period, the ROA increased by an impressive 7.81 percentage points.

Figure 6. Return on Equity (ROE) Ratio for the Period 2019–2024

Source: Own study.

Figure 7. ROA – Indicator of Profitability of Total Invested Assets for the Period 2019–2024

Source: Own study.

In addition to the strong performance of ROE and ROA, several other profitability indicators also demonstrated notable trends over the six-year period.

Return on Sales (ROS) showed a particularly sharp increase, reflecting the company's growing efficiency in converting revenue into profit. Starting from a minimal 0.01% in 2019, ROS rose steadily to 7.46% by 2024. This consistent growth suggests that the company has significantly improved its cost management and pricing strategies, leading to higher margins.

PNHVT, which represents the share of newly created value in sales, also followed a positive trajectory. It increased from 0.94% in 2019 to 10.70% in 2024. This indicates that the company has become more effective at generating new value through its operations, likely due to innovation, improved processes, or better resource utilization.

PPHVT, the share of added value in sales, experienced moderate but steady growth throughout the period. It rose from 14.69% in 2019 to a peak of 23.87% in 2023, before slightly declining to 23.40% in 2024. Despite the minor drop in the final year, the overall trend remains positive, suggesting that the company has enhanced its ability to retain value within its production and sales processes.

EBITDA as a percentage of sales also improved significantly, rising from 2.16% in 2019 to 12.94% in 2024. This steady increase highlights the company's growing operational profitability, as EBITDA reflects earnings before interest, taxes, depreciation, and amortization. The upward trend suggests better cost control and stronger core business performance.

Overall, the profitability indicators present a highly favourable picture of the company's financial development between 2019 and 2024. While ROE and ROA showed the most dramatic improvements, ROS and EBITDA also demonstrated strong upward trends. PNHVT and PPHVT confirmed the company's ability to generate and retain value, with only a slight decline in PPHVT in the final year. These results collectively point to effective strategic and operational management, positioning the company for continued growth.

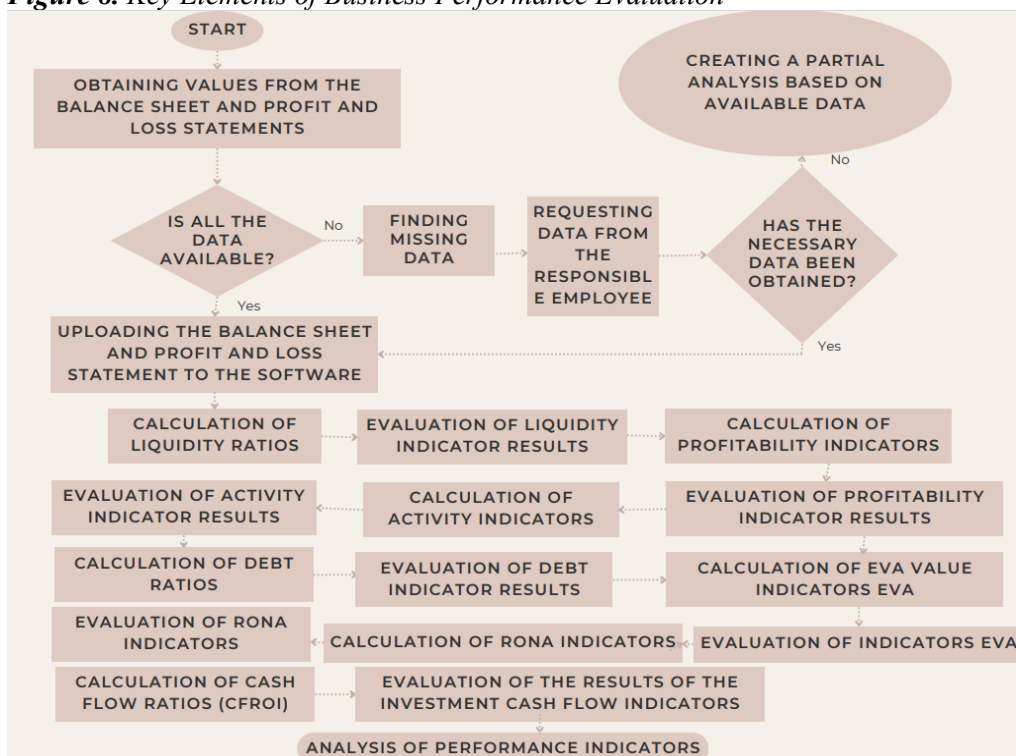
4. Research Results and Discussion

The selected enterprise applied all performance indicators defined in the enterprise performance measurement framework (Figure 8).

The process of evaluating business performance began with the collection of data from the profit and loss statement and the balance sheet. In cases where specific data were not available in the financial statements, the designated employee responsible for financial reporting was contacted to provide the missing information.

If the required data could not be obtained, a partial analysis was conducted based on the available inputs. Once all necessary data were gathered, they were entered into specialized software equipped with predefined methods for calculating performance metrics.

The evaluation process started with the calculation of liquidity ratios, followed by assessments of profitability, activity, indebtedness, and other relevant indicators. After all performance dimensions were analyzed, a comprehensive summary of the results was generated.

Figure 8. Key Elements of Business Performance Evaluation

Source: Dudoková, 2020.

The quick ratio (Tier 1), which reflects the company's ability to meet short-term obligations using only the most liquid assets, remained below the recommended threshold of 0.20 from 2019 to 2022. However, a significant improvement was observed in 2023 and 2024, with the ratio reaching 0.57 in the final year, indicating a strengthened short-term liquidity position.

The current ratio (Tier 2), which includes all current assets, showed considerable fluctuation. It exceeded the optimal level of 1.0 only in 2020, followed by a decline in 2021 and 2022. Nevertheless, a recovery trend was evident in 2023 and 2024, suggesting improved working capital management. The total liquidity ratio (Tier 3) consistently remained above the critical threshold of 1.0 throughout the six-year period, peaking at 3.56 in 2023. This indicates that the company maintained a strong buffer of current assets relative to its short-term liabilities, ensuring financial resilience.

Profitability indicators revealed a clear upward trajectory across all metrics. Return on Equity (ROE) increased from a marginal 0.04% in 2019 to 21.28% in 2024, reflecting enhanced returns for shareholders. Return on Assets (ROA) and Return on Investment (ROI) followed similar trends, with ROA rising from 0.27% to 16.84% over the same period. Return on Sales (ROS) improved markedly, from 0.01% in

2019 to 7.46% in 2024, indicating more efficient conversion of revenue into profit. The share of newly created value in sales (PNHVT) and the share of added value in sales (PPHVT) also increased, with PNHVT reaching 10.70% and PPHVT peaking at 23.87% in 2023.

Although PPHVT slightly declined in 2024, the overall trend remained positive. EBITDA as a percentage of sales rose steadily, from 2.16% in 2019 to 12.94% in 2024, underscoring the company's growing operational profitability.

In addition to traditional metrics, the analysis incorporated modern performance measurement tools. Economic Value Added (EVA) was positive in all years except 2019 and demonstrated a consistent upward trend, indicating that the company's investments were both profitable and value-generating. Return on Net Assets (RONA) and Cash Flow Return on Investment (CFROI) also showed favorable developments, confirming the company's ability to generate returns above the cost of capital and recover invested funds efficiently.

The company also demonstrated strong performance in operational areas. Inventory turnover remained at optimal levels, with a decreasing trend in the most recent year due to increased sales. Receivables turnover was stable, except in 2020, when a temporary spike in short-term receivables occurred due to the distribution of imported goods.

Debt indicators showed continuous improvement, with reductions in total and credit-related debt and enhanced financial independence. Both interest coverage ratios exhibited positive trends, suggesting improved capacity to service debt obligations.

Based on these findings, several strategic recommendations are proposed. The company is advised to maintain its current trajectory in liquidity and profitability management, with particular attention to sustaining improvements in Tier 1 liquidity. Given its strong financial position and upward trends in value-based indicators, the company may consider securing additional financing to support production expansion.

Furthermore, it is recommended that the enterprise institutionalize an annual performance evaluation process using the full methodology. This would ensure continuous monitoring, timely identification of risks and opportunities, and alignment with long-term strategic goals.

5. Conclusions

This case study has demonstrated the practical application of financial ratio analysis as a tool for evaluating business performance in a Slovak furniture manufacturing and sales company. The findings confirm that systematic performance measurement, based on both traditional and modern financial indicators, can provide valuable

insights into a company's financial health, operational efficiency, and strategic direction.

The analysis revealed a clear improvement in the company's liquidity, particularly in Tier 1 and Tier 2 ratios, indicating enhanced short-term financial stability. Profitability indicators such as ROE, ROA, and ROS showed a strong upward trend, reflecting the company's growing ability to generate returns for shareholders and efficiently convert revenues into profits. The consistent growth in EBITDA and value-added metrics further supports the conclusion that the company has strengthened its operational profitability.

Modern performance tools, including EVA, RONA, and CFROI, confirmed that the company not only generates profits but also creates economic value and efficiently utilizes its capital. Improvements in inventory and receivables turnover, along with declining debt levels and stronger interest coverage, highlight the company's operational discipline and financial independence.

These findings align with broader research on SME performance in the manufacturing sector. For example, the European Commission's SME Performance Review 2024 emphasizes the importance of financial resilience and value-added growth among SMEs in Central Europe. Similarly, a systematic review by Agnus Baby et al. (2024) highlights that internal organizational factors—such as strategy, innovation, and financial management—play a more significant role in shaping financial performance than external market conditions 2.

The study underscores the importance of integrating financial performance evaluation into the strategic management process. Regular use of comprehensive performance measurement frameworks enables companies to identify strengths, detect early warning signs, and make informed decisions that align with long-term goals.

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