

DOI: <https://doi.org/10.32782/2524-0072/2025-73-54>

UDC 339.9:721:338.4

PROBLEMS OF CONTROLLING THE COSTS OF OPERATING ACTIVITIES OF CONSTRUCTION BUSINESS STRUCTURES IN THE CONTEXT OF STRENGTHENING INTERNATIONAL COOPERATION

ПРОБЛЕМИ КОНТРОЛЮВАННЯ ВИТРАТ ОПЕРАЦІЙНОЇ ДІЯЛЬНОСТІ БУДІВЕЛЬНИХ БІЗНЕС-СТРУКТУР В УМОВАХ ПОСИЛЕННЯ МІЖНАРОДНОЇ СПІВПРАЦІ

Gnylianska Lesia

PhD in Economics, Associate Professor,
National University «Lviv Polytechnic»
ORCID: <https://orcid.org/0000-0003-2924-7165>

Shpak Yuriy

Senior Lecturer at the Department of Management of Organizations,
National University «Lviv Polytechnic»
ORCID: <https://orcid.org/0000-0002-3895-4139>

Dovha Vita

a first-level (bachelor's) higher education student,
National University «Lviv Polytechnic»
ORCID: <https://orcid.org/0009-0004-1631-5928>

**Гнилянська Леся Йосифівна, Шпак Юрій Несторович,
Довга Віта Богданівна**
Національний університет «Львівська політехніка»

This article discusses the issue of controlling the costs of operating activities of business structures. Attention is focused on enterprises in the construction industry in the context of strengthening international cooperation between Ukraine and Japan. The main areas of international cooperation include: infrastructure projects and reconstruction, financial assistance and investments, joint business platforms and forums, technological cooperation and innovations. The article analyzes practical approaches to the implementation of international cooperation in the construction sector, highlights the features of controlling the costs of operating activities of construction enterprises. The international experience, in particular of Japan, in the development of priority areas of cooperation in the construction sector has been studied. The structure of costs for the operating activities of construction enterprises is systematized. Priority areas for the development of cooperation in the field of construction are presented. Recommendations are given on solving the problems of controlling the operational activities of construction enterprises in the context of strengthening international cooperation.

Keywords: business structure, production, costs, control, enterprise, international cooperation.

Стаття присвячена актуальним питанням контролювання витрат на операційну діяльність бізнес-структур, зокрема робиться акцент на підприємства будівельної галузі в умовах посилення міжнародної співпраці між Україною та Японією. Міжнародна співпраця між Україною та Японією в будівельній галузі значно активізувалася, особливо в контексті відновлення та модернізації інфраструктури України. Основні напрями цієї співпраці включають: інфраструктурні проекти та відбудову, фінансову допомогу та інвестиції, спільні бізнес-платформи та форуми, технологічну співпрацю та інновації. Контролювання витрат операційної діяльності є критично важливим для забезпечення фінансової стабільності та конкурентоспроможності будівельних бізнес-структур. Актуальність цього питання обумовлена кількома ключовими факторами: 1) Будівельна галузь характеризується значними витратами на матеріали, обладнання та оплату праці. 2) Будівельні підприємства часто стикаються з коливаннями цін на матеріали, змінами в податковому

МЕНЕДЖМЕНТ

законодавстві та іншими макроекономічними факторами. 3) В умовах жорсткої конкуренції будівельні компанії змушені шукати шляхи оптимізації використання ресурсів. 4) Чіткий контроль за витратами сприяє дотриманню бюджетних показників, підвищує довіру з боку інвесторів та кредиторів, а також забезпечує відповідність фінансової звітності підприємства нормативним вимогам. Вивчено міжнародний досвід Японії у розвитку пріоритетних напрямків співпраці у будівельній сфері. Проаналізовано практичні підходи щодо реалізації міжнародної співпраці між Україною та Японією у будівельній сфері, виокремлено особливості контролювання витрат операційної діяльності будівельних підприємств, що є критично важливим для ефективного управління будівельною бізнес-структурою. Також систематизовано структуру витрат на операційну діяльність будівельних підприємств. Надано рекомендації щодо вирішення проблем контролювання операційної діяльності будівельних підприємств в умовах посилення міжнародної співпраці. Доведено, що чіткий контроль за витратами сприяє дотриманню бюджетних показників, підвищує довіру з боку інвесторів та кредиторів, а також забезпечує відповідність фінансової звітності підприємства нормативним вимогам.

Ключові слова: бізнес-структура, виробництво, витрати, контролювання, підприємство, міжнародна співпраця.

Problem statement. consists in defining clear objectives, criteria for evaluating effectiveness and control methods. It is important to focus on the key aspects: 1. the purpose of **cost control** (Why do you need to control costs? What are the goals of the enterprise: reducing costs, increasing profitability, more efficient use of resources? 2. Study of **objects of control** (What kind of costs are subject to control (salary, raw materials, rent, logistics, etc.)? Which departments are responsible for these costs? 3. Take into account control methods (What tools are used: budgets, plan-fact analysis, KPIs, accounting systems? How often is control carried out? And finally, 4. Focus on responsibility and the process (Who is responsible for monitoring costs? What is the procedure for responding to deviations?)

Analysis of recent research and publications. Studies of the problems of controlling the operational activities of enterprises of international cooperation in the construction sector are reflected in the works of such Ukrainian and foreign scientists as: Gogol T. V., Magasova V. G. [1], who studied accounting and cost control at enterprises. Y. P. Pasternak [2] focused on management accounting, budgeting, and cost control. K. P. Boldovska [3] introduced the theory of economic control and accounting. G. M. Chepelyuk, T. A. Naumova [4] investigated cost management at industrial and construction enterprises. We can also single out the works of such authors as: Turina O. V., Chernova A. I. [5]. A balanced system of indicators and strategic control of costs can also be traced in the works of Piskun A. V. [6] and N. Svichkar, I. Olinichenko, M. Tsybilina [7].

Selection of previously unresolved parts of the general problem. Based on the generalization of modern views and theoretical definitions of the impact of globalization processes on the state of international

cooperation in the construction sector of the country and its business structures, an urgent or important step is to study possible areas that remain open or require deeper study, namely: Insufficient adaptation of the cost control system to the specifics of the construction industry. (Many common methods of cost control do not take into account the cyclicity, seasonality and design nature of construction work. Problems in integrating cost control with digital tools: lack or weak integration of BIM (Building Information Modeling) and ERP systems into the cost control process. Low level of digitalization among small and medium-sized construction enterprises.)

Formation of the goals of the article (statement of the task). To effectively control the costs of operating activities of construction enterprises, the primary task is to ensure the efficient use of resources and achieve financial stability.

The main objectives are to investigate the cost of construction work and optimize the cost of materials, labor and other resources to increase the competitiveness of the enterprise.

To carry out and identify areas where costs exceed the planned indicators, and to implement measures to optimize them. To ensure accurate determination of future costs for more effective resource management.

Presentation of the main material of the study. The operational activity of the enterprise and the control of costs for it are key aspects in the management of the enterprise. The historical development of control of operating costs reflects a gradual evolution from simple accounting methods to complex management systems that meet the modern requirements of the business environment.

First, in Table 1, having analyzed the justification and definition of the essence of operating activities by the authors Svichkar, N.,

Olinichenko, I., Tsybulin, M. [7], Chepelyuk G. M. [4] and costs for it authors Pasternak Y. P. [2], Piskun A. V. [6], we will present the key characteristics of operational activities. The operational activity of the enterprise is its main type of activity, for which it was created. It is related to the production and sale of products, the provision of services or the performance of work. Such activities provide the main share of the company's income and determine its mission in the market.

As you can see, the operational activity of a construction enterprise has its own specifics, which distinguishes it from other sectors of the economy.

The operational activity of a construction enterprise has its own characteristics, which begin with the specifics of the industry, as well as

various stages of the construction process [3]. The main aspects of the operational activities of a construction business structure include:

1. Design and planning: (development of project documentation, including architectural, engineering and construction plans; estimation of deadlines for work and resources, some for project implementation).

2. Procurement of materials: (selection of suppliers and purchase of building materials, equipment and tools; inventory and logistics management to ensure the continuity of the construction process).

3. Construction works: (performance of various types of work: earthworks, concrete, installation, finishing, etc.; organization of work processes at the construction site, management of teams and quality control of work).

Table 1

Key characteristics of the operational activities of construction enterprises

Sign	Its content
High material intensity and labor intensity	A significant part of the costs comes from building materials, wages, rent and maintenance of equipment. Operational activities include not only construction itself, but also logistics, storage of materials, preparatory work
Resource mobility	Construction sites are often located in different regions, so there is a need to move equipment, personnel and materials
Regularity of business transactions	Operational activities include constant and repetitive processes that are aimed at achieving the strategic goals of the enterprise
Significant impact of the regulatory environment	Licensing, technical regulations, environmental norms and standards significantly affect the construction process
Decisive influence on the company's strategy	Operational activities form the basis for the strategic planning and development of the company, influencing its competitiveness and position in the market
Significant share of revenues and profits	In most cases, it is the operating activity that generates the main volume of financial revenues of the enterprise
Long project implementation cycles	Some projects can last from several months to several years, making it difficult to plan and control operational activities
Project nature of activities	The main part of operational activities is the implementation of construction projects that have clearly defined deadlines, scope, budget and place of implementation.
Attraction of basic resources	To carry out operational activities, the company uses a significant part of its assets and labor resources
Seasonality	Construction work is heavily dependent on weather conditions, especially in open spaces. This leads to an uneven distribution of work and costs throughout the year.
Increased risks	High level of financial, technical, organizational and natural risks that affect the implementation of projects on time and within budget
The need for accurate planning and budgeting	Successful operational activities require detailed budgeting, scheduling and clear cost control

Source: grouped by authors

4. Project management: (coordination of all stages of construction, control over compliance with deadlines and budget; interaction with customers, contractors and other stakeholders).

5. Ensuring safety: (compliance with safety norms and standards at the construction site; conducting training and instructors for employees).

The operational activity of a construction enterprise is a complex and multifaceted process. The costs of these activities may vary depending on the specific project, scope of work, and market conditions. Effective cost management and process optimization are key factors to ensure the profitability and competitiveness of a construction enterprise. Let us single out the main costs of operating activities.

- Material costs: (purchase of building materials (concrete, brick, reinforcement, roofing materials, etc.); costs of transportation and storage of materials).

- Labor costs: (salaries of employees, including builders, engineers, project managers; social contribution and insurance costs).

- Equipment costs: (purchase or rental of construction equipment (excavators, cranes,

concrete mixers); costs for maintenance and repair of equipment).

- Costs for contractors: (payment for the services of subcontractors who provide specialized work (electrical installation, plumbing, finishing).

- Administrative costs: (costs for managerial personnel, office expenses, utilities; marketing and advertising costs).

- Contingencies: (provisions to cover risks related to delays, changes in projects or increases in the price of materials).

We will also present the works and their main content regarding the essence and importance of controlling the costs of operating activities of a construction enterprise (Table 2).

For the most part, the authors, considering the control of costs for the operating activities of any enterprise, in particular construction, focus on the analysis of costs and their strategic management in the controlling system of the enterprise. Figure 1 Let's schematically summarize the classification of operating costs. As you can see, the operating costs of an enterprise in the construction industry are a set of costs associated with ensuring the main activity aimed

Table 2

**Study of the authors' works on the essence and significance
of controlling the costs of operating activities of construction enterprises**

Author	The main emphasis in work
Gogol T. A., Margasova V. G. "Organization of Management Accounting and Control at Small Business Enterprises" [1]	Researches methods of analysis and audit of costs related to the operating activities of enterprises.
Pasternak Y. P. "Selection of methods for accounting for the costs of the main activity for the needs of management" [2]	Analyzes theoretical, methodological and practical aspects of operational activities, in particular costs and indicators of economic efficiency.
Piskun A. V. "Theoretical Aspect of Enterprise Cost Management" [6]	Researches accounting and tax accounting of general production, administrative and sales costs in operating activities
Chepelyuk G. M. "Organizational and methodological aspects of internal control over the use of fixed assets of enterprises and organizations" [4]	Consider aspects of operations and cost management in the context of machine-building enterprises.
Gurina O. V., Chernova A. I. "Effective Cost Management" [5]	Investigates the theoretical and methodological foundations of accounting and analysis of operating expenses of the enterprise.
Boldovska K. P. "Features and Components of Accounting Support for International Transactions of Entities" [3]	He studies the problems of strategic cost management in the enterprise controlling system, accounting methodology and the implementation of integrated forecast financial reporting at enterprises of Ukraine.

Source: summarized by the authors according to [1–6]

at the production and sale of products, goods or services. They cover all daily expenses necessary to maintain the continuous functioning of the business.

Considering the Ukrainian-Japanese cooperation, it can be stated that controlling the costs of operational activities in the context of strengthening international cooperation with Japan requires taking into account the specifics of Japanese approaches to financial management and organization of business processes. The Japanese model is characterized by an effective system of government programming, close cooperation between enterprises, suppliers, distributors and financial institutions, as well as strict control over the use of financial resources. Control of costs for the operating activities of the enterprise is a key element of management that ensures financial stability and efficiency of business processes. To build an effective cost control system, it is recommended to implement the following scheme (Figure 2).

The implementation of such a scheme will allow the construction company to effectively manage operating costs, ensure financial stability and achieve strategic goals. In general, operating expenses reflect a decrease in the economic benefits of an enterprise due to the disposal of assets or an increase in liabilities, which leads to a decrease in equity. Therefore, their careful accounting and analysis is an integral part of the financial management of any enterprise. In Japan, control over the costs of operating activities of enterprises is carried out using

several key methods that are aimed at increasing efficiency and reducing costs: (method of target costing; kanban; cost benchmarking; kaizen; management of the consumer value chain). In Ukraine, control over the costs of operating activities of enterprises is carried out using various methods aimed at increasing efficiency and reducing costs: (normative method; standard-costing method; direct-costing method; method of accounting for costs by type of activity; budgeting; internal audit and control). Controlling the costs of operating activities is critical for the effective management of a construction business structure. Ukraine and Japan apply different approaches to this process, due to the historical, cultural and economic characteristics of each country. In general, the use of the above-mentioned methods contributes to the effective control and reduction of operating costs of both Japanese and Ukrainian enterprises in the construction sector, increasing their profitability and competitiveness in the market.

Conclusions. Improving the cost control of the operating activities of the business structure is the key factor in increasing its efficiency and competitiveness. To do this, you need: to implement a financial controlling system; use factor analysis and benchmarking; to re-engineer business processes; Carry out ongoing cost control through internal and external audits. The implementation of these measures in the complex will contribute to increasing the efficiency of control over the costs of operating activities and ensure the sustainable development of

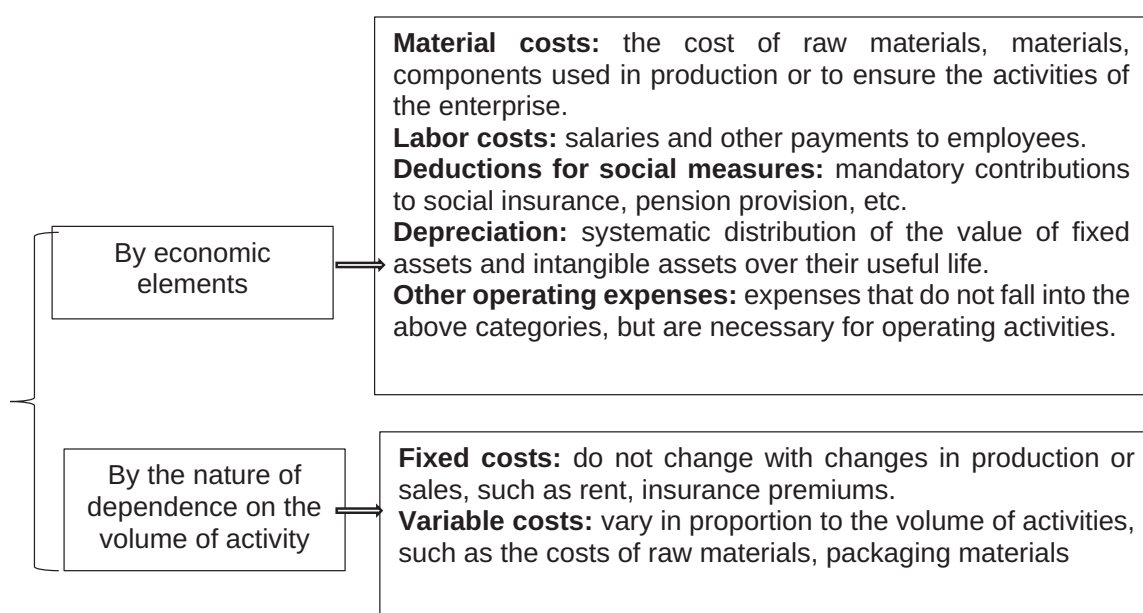


Figure 1. Classification of costs of operating activities of a construction enterprise

Source: grouped by [1; 4–6]

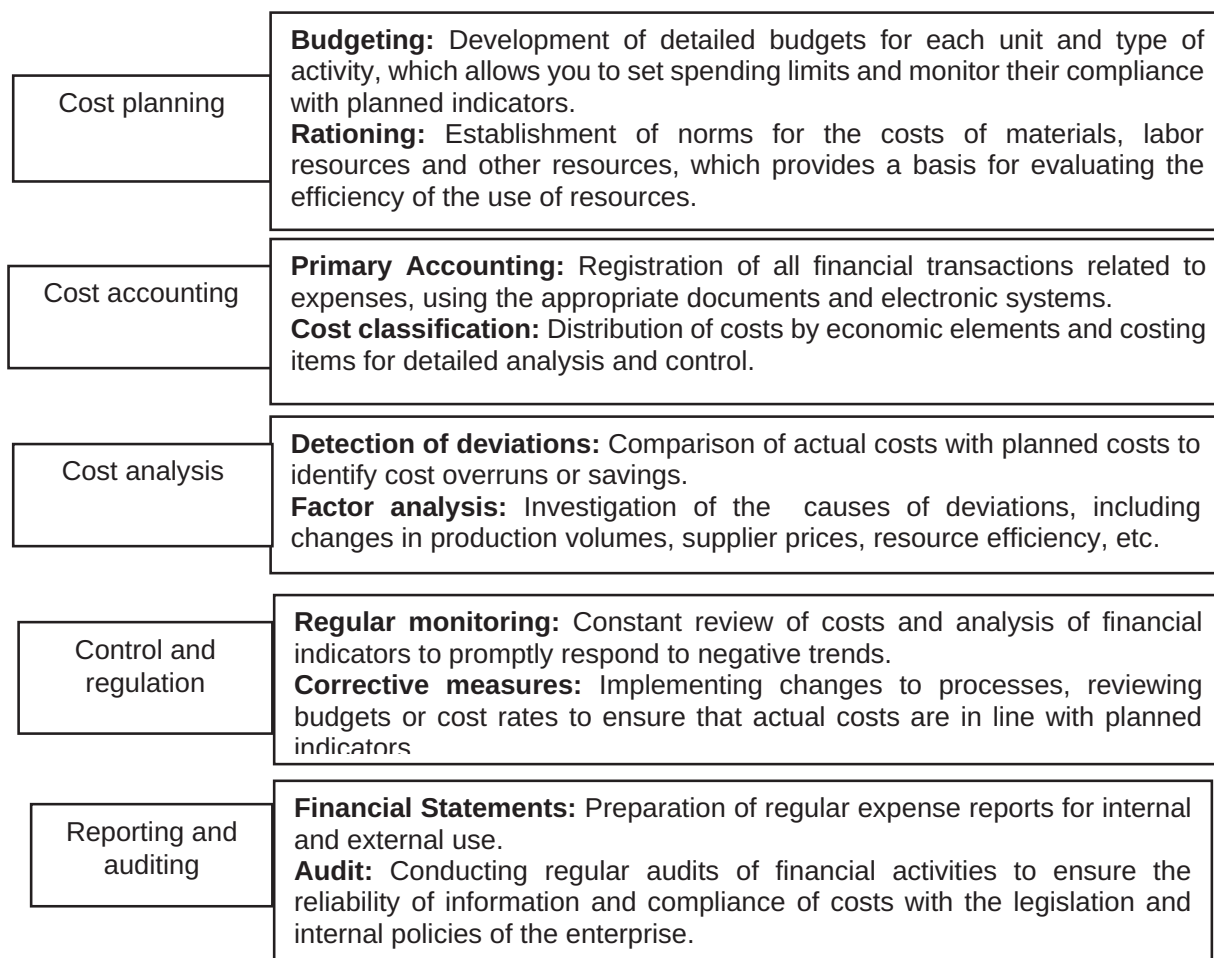


Figure 2. Scheme of control of costs for the operational activities of a construction enterprise

Source: grouped by [2; 3; 7]

the enterprise, in particular the construction one. Effective control of operating costs is an integral part of the successful functioning of any enterprises, including construction ones, which allows to ensure their sustainable development and competitive advantages in the market. This allows you to reduce the cost of projects and increase the profitability of the enterprise. Systematic cost control helps to adapt to changes and minimize their negative impact

on financial results. The introduction of modern methods of cost control contributes to the identification and elimination of inefficient costs, which, in turn, increases the overall productivity of the enterprise. Clear control over expenditures contributes to compliance with budget indicators, increases confidence on the part of investors and creditors, and ensures compliance of the company's financial statements with regulatory requirements.

REFERENCES:

1. Hohol T.A., Marhasova V.H. (2018). *Orhanizatsiia upravlinskoho obliku i kontroliu na pidpriemstvakh maloho biznesu* [Organization of management accounting and control in small businesses]. *Visnyk KhNAU im. V.V. Dokuchaieva – Bulletin of KhNAU named after V.V. Dokuchaeva*, 2, 401–411.
2. Pasternak Ya.P. (2015). *Vibir metodiv obliku vitrat osnovnoyi diyalnosti dlya potreb upravlinnya*. *Visnik Mikolayivskogo nacionalnogo universitetu imeni V.O. Suhomlinskog*, 5, pp. 1019–1024.
3. Boldovsjka K. P. (2022). *Osoblyvosti ta skladovi oblikovogho zabezpechennja mizhnarodnykh operacij sub'ektiv ghospodarjuvannja* [Peculiarities and components of accounting support for international operations of business entities]. *Ekonomika ta suspiljstvo*. Vypusk № 35.
4. Chepeliuk H. M. (2013). *Orhanizatsiino-metodolohichni aspekty vnutrishnoho kontroliu vykorystannia osnovnykh zasobiv pidpriemstv i orhanizatsii* [Organizational and methodological aspects of the internal control of enterprises and organizational fixed assets usage]. Available at: <http://www.economy.nayka.com.ua/?op=1&z=2414>

5. Hurina O. V., Chernova A. A. (2020) *Efektivne upravlinnia vytratamy* [Effective cos management]. The 7 th International scientific and practical conference – Eurasian scientific congress (July 12–14, 2020) Barca Academy Publishing, Barcelona, Spain, p. 377. Available at: <https://surl.li/uehkns> (accessed March 31, 2025). (in Ukrainian).)
6. Piskun A. V. (2020) *Teoretychnyi aspekt upravlinnia vytratamy pidpriemstva* [Theoretical aspect of cost management of an entity]. *Naukovyi pohliad: ekonomika ta upravlinnia*, no. 4, pp. 55–59. Available at: http://nbuv.gov.ua/UJRN/vamsue_2020_4_11 (accessed March 25, 2025).
7. Svichkar, N., Olinichenko, I., Tsybulin, M. (2024) Biudzhetuвання yak systema upravlinnia diialnistiu pidpriemstva na osnovi mizhnarodnykh standartiv finansovoi zvitnosti [Budgeting as a system of enterprise activity management based on international financial reporting standards]. *Tavriiskyi naukovyi visnyk. Seriia: Ekonomika*, no. 19, pp. 175–185. Available at: <https://doi.org/10.32782/2708-0366/2024.19.21> (accessed March 31, 2025).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ:

1. Гоголь Т. А., Маргасова В. Г. Організація управлінського обліку і контролю на підприємствах малого бізнесу. *Вісник ХНАУ ім. В. В. Докучаєва*. 2018. № 2. С. 401-411.
2. Пастернак Я. П. Вибір методів обліку витрат основної діяльності для потреб управління. *Вісник Миколаївського національного університету імені В.О. Сухомлинського*. 2015. Вип. 5. С. 1019–1024.
3. Болдовська К. П. Особливості та складові облікового забезпечення міжнародних операцій суб'єктів. *Економіка та суспільство*. Випуск № 35.2022.
4. Чепелюк Г. М. Організаційно-методологічні аспекти внутрішнього контролю використання основних засобів підприємств і організацій. URL: <http://www.economy.nayka.com.ua/?op=1&z=2414>
5. Гуріна О. В., Чернова А. І. Ефективне управління витратами. The 7 th International scientific and practical conference. Eurasian scientific congress (July 12–14, 2020) Barca Academy Publishing, Barcelona, Spain. 2020. 377 p.. 2020. URL: <https://surl.li/uehkns> (дата звернення: 31.03.2025).
6. Піскун А. В. Теоретичний аспект управління витратами підприємства. *Науковий погляд: економіка та управління*. 2020. № 4. С. 55–59. URL: http://nbuv.gov.ua/UJRN/vamsue_2020_4_11 (дата звернення: 25.03.2025).
7. Свічкарь, Н., Олініченко, І., Цибулін, М. Бюджетування як система управління діяльністю підприємства на основі міжнародних стандартів фінансової звітності. *Таврійський науковий вісник. Серія: Економіка*. 2024. № 19. С. 175–185. <https://doi.org/10.32782/2708-0366/2024.19.21> (дата звернення: 31.03.2025).