

## ЕКОНОМІКА ТА УПРАВЛІННЯ ПІДПРИЄМСТВАМИ

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## FORMULATION OF THE CONCEPTUAL VISION FOR IMPROVING THE ENTERPRISE TRADING CONTROL SYSTEM, TAKING INTO ACCOUNT UNCERTAINTY, CONFLICT, AND THE RISKS THEY ENTAIL

### ABSTRACT

**Introduction.** In the contemporary economic environment, enterprises are positioned within a socio-economic space as centers of intersection of interests of various subjects and institutions. Here, the goals of financial and economic activity are determined not only by self-interest but also by the importance of harmonizing with these interests. One of the modern directions in enterprise activity that allows implementing such an approach is controlling. The relevance of implementing a controlling system in modern enterprises is determined by several factors, including: instability of external and internal operating conditions of the enterprise; globalization of economic processes and widespread involvement of economic entities in foreign economic activity; the need for more productive and sophisticated enterprise management systems; the necessity for modernization and qualitative changes in the organization and methodology of information support; low informativeness of data generated within traditional planning methods; insufficient interaction and coordination in the activities of various management services within the enterprise.

**Objective.** The aim is to formulate a conceptual vision for enhancing the controlling system, relevant methodological approaches, and tools in the activity of a trading enterprise, considering the uncertainty of the changing market environment.

**Methodology.** Regarding the further development of the theory and methodology of controlling in the activities of a trading enterprise, it is proposed to use financial-economic analysis of the performance indicators of the trading enterprise, taking into account uncertainty, conflict, and the risks they entail. Additionally, the mathematical apparatus of queuing theory and budgeting tools are suggested for

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implementation.

**Results.** The article emphasizes the relevance of applying a powerful controlling toolkit for today's business entities, particularly trading enterprises, in the course of financial and economic activities. This is justified by the significant intensification of uncertainty in the volatile market environment faced by modern trading enterprises as economic entities in both internal and external markets. The importance of carefully considering a key feature in planning and organizing the economic activities of a trading enterprise is highlighted – conducting trade and economic activities in the mass service sector for potential consumers of products and services under conditions of uncertainty, conflict, and the risks they entail.

A conceptual vision for improving the controlling system of a trading enterprise is formed based on the identification of existing controlling concepts oriented towards: accounting systems, managerial information systems, planning and control systems, and coordination-oriented management systems. It is pointed out that maximum efficiency from implementing a controlling system in a trading enterprise under contemporary economic conditions can be achieved through comprehensive systemic utilization of the available spectrum of methodological approaches and corresponding tools for both strategic and operational controlling. Financial-economic analysis of enterprise performance indicators, queuing theory mathematical apparatus, and budgeting play a crucial role in this regard.

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**Keywords:** controlling; trading enterprise; mass servicing; budgeting; uncertainty; risk.

### Introduction

Contemporary scholarly understanding of the concept of controlling is grounded on a series of ambiguous interpretations and definitions [1], including: "the concept of effective management", "management system", "accounting and analytical system", "direction of economic activity", "control and evaluation system", "management philosophy and the way enterprise leaders think", "equal managerial function" and "system of methods and corresponding toolkit" [2-8].

As the essence of controlling is associated with the evolution of management in the context of the development of scientific views on planning, organization, coordination, and control of the processes within the production, economic, and financial activities of an enterprise based on the complexity of accounting functions in organizational management, and their alignment within operational and strategic planning, there is a need for careful monitoring of the conditions of uncertainty and changes in the modern market environment [2; 5; 9; 10]. In light of the above, it is appropriate to elucidate the essence of the economic rationale for the controlling system of a trading enterprise, considering uncertainty, conflict, and the risks they entail.

The purpose of the article is to formulate a conceptual vision for enhancing the controlling system and relevant methodological approaches in utilizing budgeting tools, the mathematical apparatus of queuing theory, and financial-

economic analysis of trading enterprise performance indicators, considering uncertainty, conflict, and the risks they entail.

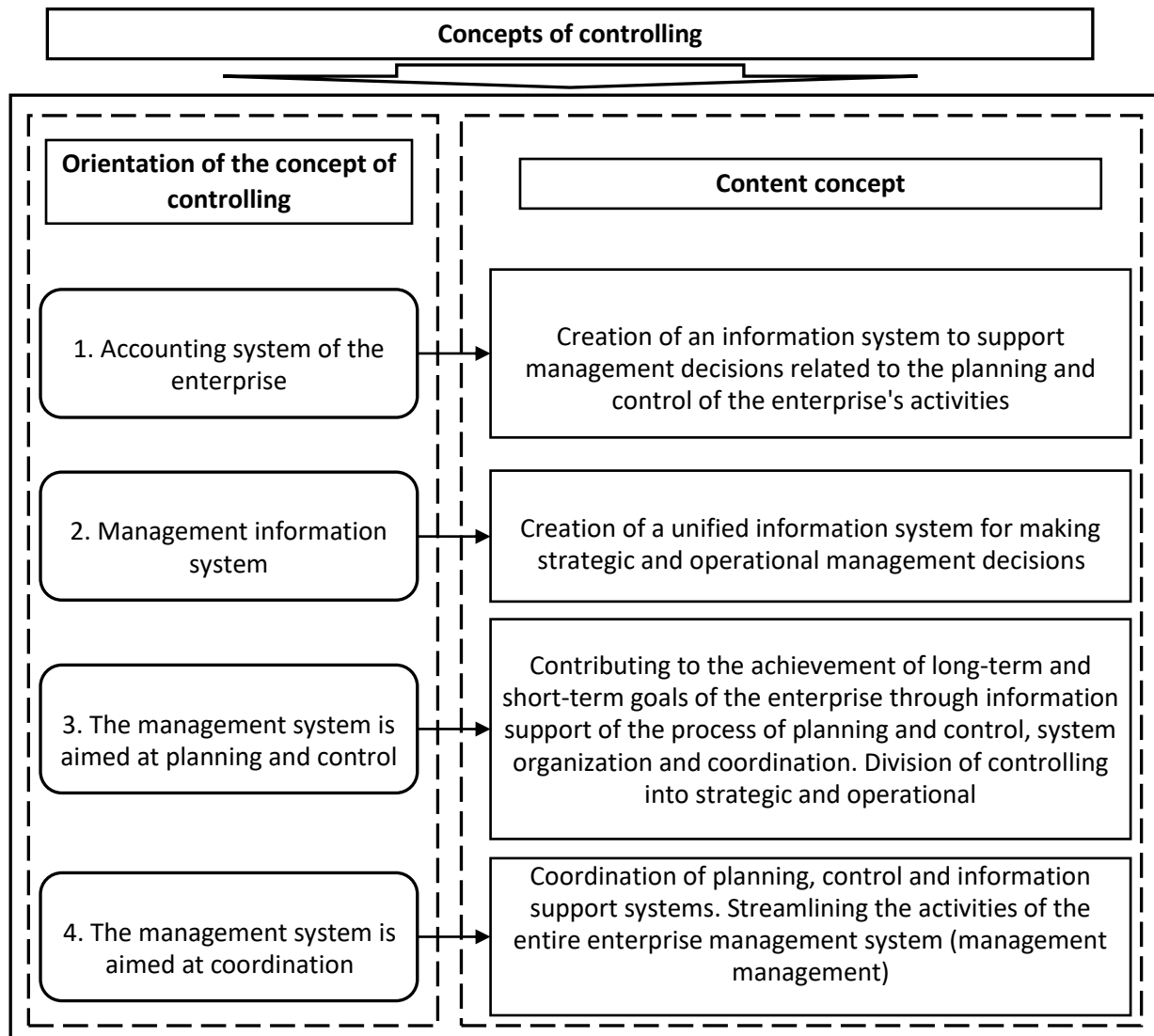
### Presentation of the main research material

Within the scientific views dedicated to the problematics of controlling in an enterprise, where the essence of controlling based on operational and strategic management of the enterprise is sufficiently disclosed, it is appropriate to agree with the opinion of L. O. Merenkova [1] regarding the delineation of four concepts of controlling (Figure 1) in addressing the task of improving the theoretical and methodological approaches of the economic rationale for the controlling system of a trading enterprise in conditions of uncertainty and changes in the market environment.

Views on the key importance of controlling as one of the priority functions in managing the economic activities of a modern enterprise for efficient resource utilization and long-term development based on the philosophy and rational thinking of managers are shared by several scholars. In this regard, interpreting controlling as a management system for production and economic processes of the enterprise should be understood as orientation towards achieving the ultimate goals and results of its activities, where the functioning of the profitability management system is based on the criterion of cost minimization considering the possibilities of overcoming potential threats in the

market space, which is one of the priority tasks [1; 3]. However, given the definitions of the essence of concepts regarding the improvement of the controlling system of a trading enterprise (Figure 1), it is important to formulate the definition of controlling as a managerial concept for effective management of the economic entity concerning its functioning in both the short and long term. In this case, significant attention should be given to providing feedback in the management circuit of

the production-economic and financial system. Thus, controlling should ensure the viability of the enterprise in two main periods of monitoring its activities: the short-term period, based on the criterion of profitability optimization, and the long-term period, based on a combination of criteria defined for the economic entity, including those inherent in harmonizing relationships and connections in the socio-economic sphere.



**Fig. 1. Generalized concepts regarding the improvement of the controlling system of a commercial enterprise under conditions of uncertainty and changes in the market environment.**

An important idea is defining controlling as a system of observing and studying the state of the internal organizational and economic mechanism of a specific economic entity and developing economically justified measures to implement its

mission (related to strategic aspects of activity) and achieve current goals [11, p. 14].

At the same time, one should not neglect the definitions of a number of scientists who focus their attention on such key tasks of controlling, which are important for the implementation and

implementation of the controlling system of a commercial enterprise in conditions of uncertainty and changes in the market environment, in particular [4, p. 230; 7, p. 149; 8, p. 404, 407; 12]:

- implementation of the accounting function in the financial-economic sphere of the enterprise to substantiate and adopt managerial decisions at both operational and strategic levels;
- information provision, planning, and control of the economic activities of the enterprise, which are directly related to coordinating the functioning of its management system;
- providing support to the enterprise's management in addressing current and strategic tasks related to coordinating management processes, focusing on informational support primarily for planning and control functions;
- the orientation of the company's management on integrated information provision of operational and strategic planning, coordination and proper control of the company's activities, aimed at the demands of the socio-economic system;
- ensuring the achievement of the goals of the commercial enterprise as a business entity, based on the coordination of activities and balanced management of all divisions and the economic activity management subsystem;
- ensuring the effective functioning of the accounting and analytical system of the enterprise in the context of both operational and strategic aspects of management;
- achievement of a synergistic effect in the system of controlling elements of analysis, accounting, planning (operational, strategic), control;
- the use of controlling as a self-regulating system of methods and tools aimed at increasing the effectiveness of the decision-making support system in the management of the enterprise's economic activity as a mass service system.

Therefore, in the modern conditions of managing a commercial enterprise as a mass service system, in view of the views of the majority of scientists regarding the requirements for controlling, the formation of a rational-coordinating system of economic management of

the enterprise as a whole, where it is necessary to give priority to strategic controlling with the unconditional importance of operational, taking into account the conditions of uncertainty and changes in the market environment [8, p. 407].

A generalized comparative characterization of strategic and operational controlling in the context of addressing the tasks of monitoring and analyzing the effectiveness of the trading enterprise's activities under conditions of uncertainty and market environment change is presented in Table 1, developed based on existing theoretical and methodological developments by scholars [1-3; 8; 9] on controlling issues.

Thus, in view of the analysis of the criterion features of controlling (Table 1), the application of both strategic and operational controlling at a trading enterprise should be based on the development, implementation and observance of its consistent policy, which is based on a balanced system of risk assessment, an organic combination of individual and mass service of various groups of consumers based on existing and new types of products and services.

At the same time, an important aspect is the utilization of queuing theory, which relies on probability theory and mathematical statistics. Queuing theory is a branch of applied mathematics that deals with the analysis of processes in production, service, management systems, where homogeneous events can occur repeatedly, including at trading enterprises.

In the context of improving methodical approaches suitable for a commercial enterprise, the subject of mass service theory should be the establishment (definition) of dependencies between the nature of order (demand) flows, the number of service channels, the productivity of individual channels and a high (effective) level of service in order to generate the best options for managing these processes. In this case, the effective indicators (characteristics) of the mass service system (MSS), which will be important for the management of the trading company, are the performance indicators of the mass service system, which characterize the ability of the given SMO to cope with the flow of available applications, or give an answer about the sufficiency of the level of efficiency of the trading company's activities in as a whole.

It should also be noted that maximum efficiency from implementing a controlling system in a trading enterprise under conditions of uncertainty and market environment changes can only be achieved through the comprehensive

utilization of a wide range of tools both in strategic and operational controlling. Budgeting, queuing theory mathematical apparatus, and financial-economic analysis of enterprise performance indicators play a significant role in this regard.

**Table 1. Characteristics of strategic and operational controlling**

Criterion sign	Controlling	
	Strategic	Operative
1. Direction in activity	adaptation of the enterprise in the external environment	efficiency of internal processes at the enterprise
2. Planning level	strategic	tactical; operative; budgeting
3. Task	<ul style="list-style-type: none"> <li>– determination of strategic goals in the context of the enterprise's mission and development of its economic strategy (ES) and corresponding financial strategy (as an important component of ES);</li> <li>– identification and use of key strategic factors of success in order to ensure the competitiveness of the enterprise in the long term;</li> <li>– formation of the methodology of strategic and operational planning based on the definition of horizons of financial and economic planning of the enterprise;</li> <li>– introduction of effective early warning mechanisms and systems (ERP) and strategic response;</li> <li>– long-term management of the enterprise's value in order to ensure the growth of the shareholders' well-being;</li> <li>– ensuring the integration of strategic goals and operational tasks for individual employees and structural units</li> </ul>	<ul style="list-style-type: none"> <li>– establishment of planned operational indicators of the enterprise's financial and economic activity;</li> <li>– reporting;</li> <li>– timely provision of information on the deviation of actual indicators from the planned ones;</li> <li>– analysis of the causes of deviations, preparation of alternative solutions and recommendations for eliminating negative deviations;</li> <li>– provision of internal consulting services.</li> </ul>
4. Key target indicators	<ul style="list-style-type: none"> <li>– strengths and weaknesses;</li> <li>– risks;</li> <li>– odds</li> </ul>	<ul style="list-style-type: none"> <li>– income;</li> <li>– cash receipts and expenses;</li> <li>– costs</li> </ul>
5. Information sources	<ul style="list-style-type: none"> <li>– internal;</li> <li>– external</li> </ul>	<ul style="list-style-type: none"> <li>– internal</li> </ul>
6. Toolkit	<ul style="list-style-type: none"> <li>– SWOT analysis;</li> <li>– PEST analysis;</li> <li>– portfolio analysis;</li> <li>– ABC analysis (Activity Based Costing);</li> <li>– functional and cost analysis;</li> <li>– benchmarking;</li> <li>– target costing;</li> <li>– early warning and response system (ERRS);</li> <li>– decision support system (DSPR)</li> </ul>	<ul style="list-style-type: none"> <li>– budgeting;</li> <li>– financial and economic analysis of enterprise performance indicators;</li> <li>– XYZ analysis;</li> <li>– CVP analysis (Cost-Volyme-Profit);</li> <li>– mathematical apparatus of mass service theory;</li> <li>– ABC analysis</li> </ul>

### Conclusions

Achieving the goals of both strategic and operational controlling in the course of the enterprise's activities must be agreed, constantly monitored against the established criterion evaluation indicators and, if necessary, adjusted by the controlling service (subdivision) (in particular, in some enterprises, this is the department of economic analysis). It should be noted that the key indicators of operational controlling are profit, expenses, return on equity, etc. (i.e., orientation towards achieving short-term goals). As for strategic controlling, the focus is primarily on indicators such as shareholder equity and capital. The implementation of controlling

system at the trading enterprise relies significantly on the use of budgeting, the mathematical apparatus of queuing theory, and financial-economic analysis of the company's performance indicators.

The main task of the theory of mass service within the activity of a commercial enterprise is to establish the dependence of the effective performance indicators of the mass service system (the probability that the request (order – "consumer demand") will be satisfied; mathematical expectation of the number of satisfied requests, etc.) on the input indicators (quantity channels in the SMO, parameters of the incoming flow of applications, etc.).

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### **Формулювання концептуального бачення щодо вдосконалення системи контролю торгівлі підприємства з урахуванням невизначеності, конфліктності та ризику, який вони несуть**

#### **Анотація**

**Вступ.** У сучасному економічному середовищі підприємства позиціонуються в соціально-економічному просторі як центри перетину інтересів різних суб'єктів та інститутів. Тут цілі фінансово-господарської діяльності визначаються не тільки особистим інтересом, а й важливістю узгодження з цими інтересами. Одним із сучасних напрямів діяльності підприємства, що дозволяє реалізувати такий підхід, є контролінг. Актуальність впровадження системи контролінгу на сучасних підприємствах визначається кількома факторами, серед яких: нестабільність зовнішніх і внутрішніх умов функціонування підприємства; глобалізація економічних процесів і широке залучення суб'єктів господарювання до зовнішньоекономічної діяльності; потреба в більш продуктивних і досконаліх системах управління підприємством; необхідність модернізації та якісних змін в організації та методології інформаційного забезпечення; низька інформативність даних, що формуються в рамках традиційних методів планування; недостатня взаємодія та координація в діяльності різних служб управління всередині підприємства.

**Мета.** Мета – сформулювати концептуальне бачення удосконалення системи контролінгу, відповідних методологічних підходів та інструментів у діяльності торговельного підприємства з урахуванням невизначеності мінливого ринкового середовища.

**Методологія.** Щодо подальшого розвитку теорії та методології контролінгу в діяльності торговельного підприємства пропонується використовувати фінансово-економічний аналіз показників діяльності торговельного підприємства з урахуванням невизначеності, конфліктності та ризиків, які вони несуть. Додатково запропоновано до реалізації математичний апарат теорії масового обслуговування та засоби бюджетування.

**Результати.** У статті наголошується на актуальності застосування потужного інструментарію контролінгу для сучасних суб'єктів господарювання, зокрема підприємств торгівлі, під час здійснення фінансово-господарської діяльності. Це пояснюється значним посиленням невизначеності в нестабільному ринковому середовищі, з яким стикаються сучасні торговельні підприємства як суб'єкти господарювання як на внутрішньому, так і на зовнішньому ринках. Висвітлено важливість ретельного врахування ключової особливості планування та організації господарської діяльності торговельного підприємства – ведення торгово-економічної діяльності у сфері масового обслуговування потенційних споживачів продукції та послуг в умовах невизначеності, конфліктності та ризиків, які вони тягне за собою.

Сформовано концептуальне бачення вдосконалення системи контролінгу торговельного підприємства на основі ідентифікації існуючих концепцій контролінгу, орієнтованих на: системи бухгалтерського обліку, системи управлінської інформації, системи планування та контролю, координаційно-орієнтовані системи управління. Зазначено, що максимальна ефективність впровадження системи контролінгу на торговельному підприємстві в сучасних умовах господарювання може бути досягнута шляхом комплексного системного використання наявного спектру методичних підходів та відповідних інструментів як стратегічного, так і оперативного контролінгу. Вирішальну роль у цьому відіграє фінансово-економічний аналіз показників діяльності підприємства, математичний апарат теорії масового обслуговування та бюджетування.

**Ключові слова:** контролінг; торговельне підприємство; масове обслуговування; бюджетування; невизначеність; ризик.

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