



e-ISSN 3083-6018

SOCIAL DEVELOPMENT: Economic and Legal Issues

<https://www.eu-scientists.com/index.php/sdel>



Increasing Adaptability to Economic Challenges as a Key Component of Ensuring Competitiveness of Ukrainian Construction Enterprises

Yuliya Pereguda 1, 2 *

¹ National University of Life and Environmental Sciences of Ukraine (Ukraine). Associate Professor at the Department of Global Economics, Doctor of Science (Economics), Associate Professor.

² Interregional Academy of Personnel Management (Ukraine). Deputy Head, Professor at the Department of Organization of Tourism Activities of the Educational and Scientific Institute of Management, Economics and Business, Doctor of Science (Economics), Associate Professor.

* **Corresponding Author**, e-mail: julilla.pereguda@gmail.com

ARTICLE INFO

ABSTRACT

Research Article

DOI:

[10.70651/3083-6018/2025.12.09](https://doi.org/10.70651/3083-6018/2025.12.09)

Received:

3 November 2025

Accepted:

5 December 2025

Published online:

18 December 2025

Copyright © 2025
by author



This is an open access journal and all published articles are licensed under a Creative Commons Attribution—NonCommercial 4.0 International (CC BY-NC 4.0)

The impact of economic challenges accompanies the development of the Ukrainian economy and Ukrainian enterprises. Ukraine is currently facing three major economic challenges that significantly impact business activities: the crisis of 2014–2017, which was caused by revolutionary changes in the vector of economic relations development in the country; the COVID-19 pandemic, which occurred between 2019 and 2020; and the Russian military invasion of Ukraine and the crisis of military economic development in 2022–2025. Under these conditions, enterprises must increase the level of adaptability to economic challenges, which will act as a guarantee of ensuring competitiveness in the markets of goods (works, and services). The scientific research is dedicated to solving the topical scientific and practical problem of developing proposals in the context of ensuring the competitiveness of Ukrainian construction enterprises based on increasing the adaptability of the construction business in Ukraine to the impact of economic challenges. The scientific article has assessed the level and trends of adaptability to economic challenges faced by Ukrainian construction enterprises during the period from 2013 to 2024. The evaluation was carried out across three components: assessment of changes in the share of construction in the country's gross domestic product; assessment of changes in the number of construction enterprises; and assessment of the formation of net profit (loss) by construction enterprises of the country, including the division of construction business entities into large, medium-sized, small, and micro enterprises. The study proposes a set of optimization measures aimed at increasing adaptability to economic challenges and enhancing the competitiveness of Ukrainian construction enterprises. A key element of this approach is the developed mechanism for improving adaptation to financial challenges and strengthening the competitiveness of construction enterprises in Ukraine.



KEYWORDS

adaptation, construction enterprises, wartime economic development, economic challenges, competitiveness.



e-ISSN 3083-6018

СОЦІАЛЬНИЙ РОЗВИТОК: економіко-правові проблеми

<https://www.eu-scientists.com/index.php/sdel>



Підвищення адаптації до економічних викликів як ключова складова забезпечення конкурентоспроможності українських будівельних підприємств

Юлія А. Перегуда  ^{1, 2 *}

¹ Національний університет біоресурсів і природокористування України (Україна). Доцент кафедри глобальної економіки, д-р екон. наук, доцент.

² ПрАТ «Вищий навчальний заклад «Міжрегіональна Академія управління персоналом» (Україна). Заступник завідувача, професор кафедри організації туристичної діяльності Навчально-наукового інституту управління, економіки та бізнесу, д-р екон. наук, доцент.

* Автор-кореспондент, e-mail: julilla.pereguda@gmail.com

СТАТТЯ

АНОТАЦІЯ

Дослідницька

DOI:

[10.70651/3083-6018/2025.12.09](https://doi.org/10.70651/3083-6018/2025.12.09)

Отримана:

03.11.2025 р.

Прийнята:

04.12.2025 р.

Опублікована:

18.12.2025 р.

Авторське право

© 2025 автора



Цей твір

ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0).

Розвиток української економіки та українських підприємств супроводжується впливом економічних викликів. Наразі найбільш значний вплив на бізнес-діяльність в Україні мають три ключові економічні виклики: криза 2014–2017 років, що була викликана революційними змінами у векторі розвитку економічних відносин в країні; пандемія 2019–2020 років; російське військове вторгнення в Україну та криза військового розвитку економіки 2022–2025 років. В цих умовах підприємства повинні підвищувати рівень адаптивності до економічних викликів, що буде виступати запорукою забезпечення конкурентоспроможності на ринках товарів (робіт, послуг). Наукове дослідження присвячене вирішенню актуальної науково-практичної проблеми щодо розробки пропозицій у контексті забезпечення конкурентоспроможності українських будівельних підприємств на основі підвищення адаптивності будівельного бізнесу в Україні до впливу економічних викликів. У науковій статті була проведена оцінка рівня і тенденцій адаптивності до економічних викликів українських будівельних підприємств у період з 2013 року до 2024 року. Оцінювання проводилась по трьом складовим: оцінка змін частки будівництва у валовому внутрішньому продукті країни; оцінка змін у кількості будівельних підприємств; оцінка формування будівельними підприємствами країни чистого прибутку (збитку), у тому числі з поділом будівельних суб'єктів господарювання на великі, середні, малі та мікропідприємства. Проведена оцінка показала критичні проблеми будівельного бізнесу в Україні щодо адаптації до економічних викликів, що негативно впливає на конкурентоспроможність будівельних підприємств. У дослідженні була запропонована сукупність оптимізаційних заходів підвищення рівня адаптивності до економічних викликів та конкурентоспроможності українських будівельних підприємств, де ключовим виступає розроблений механізм підвищення адаптації до економічних викликів та конкурентоспроможності будівельних підприємств України.



КЛЮЧОВІ СЛОВА

адаптація, будівельні підприємства, воєнний розвиток економіки, економічні виклики, конкурентоспроможність.

1. Introduction

On the other hand, the construction industry, taking into account the level of destruction of infrastructure facilities in the country, critical changes in the demand for commercial and residential real estate as a result of relocation enterprises of the country, as well as internal migration of the population of Ukraine, should act as a driver for the economy of the state and the economy of Ukrainian regions. Separately, it should be noted that the construction sector and construction enterprises have an interconnection and significant impact on all other sectors of the economy, forming the demand for raw materials, building materials, services and works and providing the economy with the supply of construction works, as well as forming a significant component of capital investments of business and the population of the country [1].

The development of the construction business in Ukraine takes place under the influence of an aggressive external environment, the basis of which is a certain number of key economic challenges that form a set of unique conditions, as well as risks for the conduct of financial and economic activities by construction enterprises of the country. On the other hand, the business environment for the construction business is highly competitive, where large, medium, small and micro providers of construction services and construction work are present with a significant share of shadow and gray businesses. Thus, it is possible to say that competitive success in the construction business in Ukraine, as well as long-term effective functioning in the construction services market, is possible only if it quickly adapts to economic challenges.

Summing up the above, we emphasize that currently one of the key scientific and practical problems for the country's economy as a whole, as well as for the construction sector of the national economic system and construction enterprises in particular, is the assessment of the level of adaptation of construction enterprises in Ukraine to economic challenges and the search for ways to increase the level of adaptation of the construction business to key economic challenges in the context of ensuring (enhancing) the competitiveness of construction entities management.

2. Literature Review

The problems of studying the competitiveness of construction enterprises were in the focus of scientific attention of both foreign and domestic scientists.

Of scientific interest is the research of Ahmed Badawi et al. on the assessment and improvement of the effectiveness of management of the competitiveness of construction companies based on an integrated multi-criteria model of decision-making. At the same time, scientists focus on the study of three key areas (pillars) of competitive advantages of construction enterprises: non-financial internal sphere; non-financial external sphere; financial sphere. The proposed model for assessing the competitiveness of the construction business includes 6 categories and 26 factors [2].

A group of Indonesian scientists (M. Huda, T. S. Rini, Siswoyo, S. Azizah) focused on studying the influence of the company's environment on the efficiency and competitiveness of a business entity. At the same time, the study focused on the activities and assessment of the competitiveness of Indonesian construction companies [3].

Scholars from Ghana (Matthew Kwaw Somiya, Clinton Ochis Aigbawboa, Wellington Didibhuku Twala) have attempted to identify critical success strategies for the competitive advantage of local construction firms in developing countries, taking construction companies from Ghana as an example. The researchers identified four key components underlying critical success strategies for the competitive advantage of local construction firms in developing countries, namely: tender, contract, customer-centric, and branding strategies [4].

A scientist from Uzbekistan Solieva Umida Alisher Kizi in her own research reveals approaches to increasing the competitiveness of construction enterprises, taking as a basis the study of the construction business in Uzbekistan. The scientist concludes that enterprises with high investment activity, new technologies, elements of the management system (ISO 9001 and ISO 50001) show better results and are more competitive in the markets of developing countries [5].

Interesting, from a scientific point of view, is the work of the Israeli scientist Oleg Harit, which focuses on the strategy of introducing new technologies in construction within the framework of

ensuring the competitiveness of the construction business. The scientist investigates the problems, economic effects and business strategies of the introduction of BIM technologies in construction, as well as the impact of the introduction of BIM technologies on the competitiveness of construction enterprises [6].

Ukrainian scientists aroused considerable interest in the issues of assessing, ensuring and increasing the competitiveness of the construction business before the start of the full-scale invasion of Russian aggressors into Ukraine. It is possible to single out the scientific works: K. A. Mamonova and D. O. Prunenکو on the disclosure of theoretical aspects of assessing the competitiveness of construction enterprises in Ukraine [7]; a team of scientists headed by O. G. Yankov, who, within the framework of the study of assessing the level and directions of increasing the competitiveness of enterprises, paid attention to the analysis of the factors of competitiveness of construction enterprises of Ukraine [8]; G. M. Grebnev, who concentrated on determining the directions for increasing the effectiveness of the marketing mechanism for managing the competitiveness of construction enterprises of Ukraine [9]; A. G. Semenov, who revealed the peculiarities of diagnosing the strategic competitiveness of construction enterprises according to indicators of sustainable development [10]; O. S. Ivanilova, V. V. Smachylo and K. V. Polozhiy, who focused on the quantitative assessment of the competitiveness of four construction enterprises in the Kharkiv region, based on the data of financial statements and industry statistics [11].

We testify to the growing attention to the problems of ensuring (assessing, enhancing) the competitiveness of Ukrainian construction enterprises after 2022, as a reaction of the Ukrainian scientific community to the new economic challenges of the military development of the Ukrainian economy. It is possible to single out the scientific researches of I. V. Biletsky et al., who paid special attention to the disclosure of factors influencing the competitiveness of Ukrainian construction enterprises during the war [12]; S. S. Lopatka, who identified the key characteristics of ensuring the competitiveness of the Ukrainian construction business during hostilities in the country [13]; I. Epifanova et al., who in their own research formed a set of key internal and external factors of ensuring the competitiveness of construction enterprises, and also proposed an integral indicator for assessing the level of competitiveness of the construction business [14]; V. V. Kruglikova et al., who studied the influence of external and internal environmental factors on the level of competitiveness of a construction enterprise in the conditions of hostilities in Ukraine [15]; N. Tyurinoy et al., who developed recommendations for the formation of stages of management of competitiveness of enterprises in the construction industry of Ukraine, as well as structured criteria for assessing the competitiveness of a construction company [16]; L. O. Gudymy, who conducted a study of various classifications of factors that have an impact on the work of construction enterprises, structured the factors according to their belonging to the environment and concluded about the predominance of external factors, as well as on the basis of the list of identified factors, formed a PEST analysis, where she substantiated how exactly the selected factors affect the competitive activity of construction enterprises in Ukraine [17].

Please note that research in the field of competitiveness of construction enterprises, both abroad and in Ukraine, does not touch on one of the key modern scientific and practical issues, namely the impact of adaptability to economic challenges on the competitiveness of the construction business, which requires the initiation of a scientific discussion and the receipt of practical recommendations for construction enterprises in the country, taking into account the military development of the economic system of the state and the prospects for post-war development Ukrainian economy.

3. Problem Statement

The purpose of the article is to form proposals to increase the competitiveness of Ukrainian construction enterprises based on improving adaptation to the economic challenges of the construction business of Ukraine.

4. Methods and Materials

This study applies an integrated approach combining economic analysis, enterprise management theory, and competitiveness concepts to assess the adaptability of Ukrainian construction enterprises to economic challenges. The empirical base includes official statistics of the State Statistics Service of

Ukraine and industry reports for 2013–2024. Dynamic, comparative, and trend analysis methods were used to identify structural changes and crisis impacts on the construction sector. Enterprises were classified by size to assess differences in adaptability. Logical analysis and modeling were applied to develop recommendations for increasing adaptability and strengthening competitiveness under conditions of economic instability and wartime challenges.

5. Results and Discussion

Throughout the entire functioning of market economic relations in Ukraine, the Ukrainian construction business has been under the influence of a set of various economic challenges that have been dynamically changing and formed a unique business environment for Ukrainian construction enterprises. Currently, it is possible to single out five key economic challenges that had a critical impact on the formation and development of the business environment in the construction sector of the country's economy: the transformational economic crisis of 1991–1999, which was caused by the transition of the country's economy to a market model of development; the economic crisis of 2008–2009, which was caused by the global financial crisis and was the first “classic” market crisis for the Ukrainian economy and Ukrainian enterprises; the crisis of 2014–2017, which was caused by revolutionary changes in the vector of development of economic relations in the country; pandemic of 2019–2020; the Russian military invasion of Ukraine and the crisis of military economic development in 2022–2025.

We consider it appropriate, taking into account the identified five key economic challenges for the economic system of Ukraine, the construction industry of the country's economy and construction enterprises, to focus in the study on the last three of the identified economic challenges, as those that have the greatest impact on modern business activities in the construction sector of the state. At the same time, when conducting the study, it should be taken into account that competition in the construction sector between construction enterprises has significant differences from other areas of the country's economy, which forms a unique competitive environment. Such differences include:

- strong pressure on the new supply of commercial and private real estate from the secondary market;
- the need to invest significant funds in construction work and a significant period of return on investment;
- the possibility of forming a “canopy” of speculative demand in the market, which can be significantly differentiated by regions and individual territories (locations) of the country;
- the need to take into account the emergence or implementation of “deferred demand” in the market, which may differ significantly by region and individual territories (locations) of the country;
- complex production process, which has a long operating cycle and in which a significant number of participants are involved, both those who are directly involved in construction and those who have an indirect impact on construction activity;
- formation of significant demand from the secondary real estate market, which delays construction companies from the construction of new real estate;
- high level of gray and shadow segments, which deforms the construction services market, especially in the field of real estate repair services;
- high level of sensitivity to changes in the external environment and the development of the economy of the country and certain regions of Ukraine.

Taking into account the above, we consider it appropriate to assess the level of adaptation of the construction business and construction enterprises in Ukraine to economic challenges (economic crisis of 2014–2017, pandemic, and Russian military invasion). Hence, the estimate will be made for the period from 2013 (the year before the economic crisis of 2014–2017) to 2024 (the last year of available statistics). At the same time, for the assessment, we will take three key components that will allow us to assess the adaptability of Ukrainian construction enterprises to economic challenges, namely: the ratio of the development of the construction industry with the development of the national economy, which is expressed in Gross Domestic Product (GDP) (Fig. 1 and Fig. 2); comparison of the development of enterprises in the country as a whole and in construction (Table 1); formation of net profit (loss) by enterprises of the country and construction business, including the division of construction enterprises into large, medium, small and micro enterprises (Fig. 3 and Fig. 4).

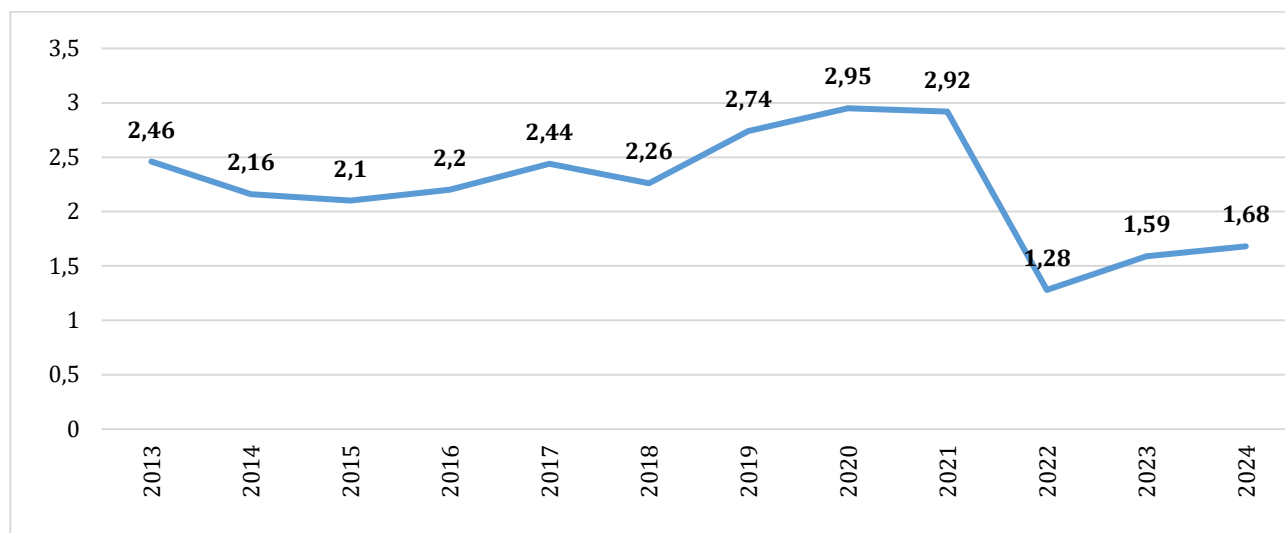


Figure 1. Share of construction in the gross domestic product of Ukraine in 2013–2024, %

Source: Systematized by the author according to the data [18].

The study of the share of construction in GDP will allow us to understand the level of reaction of the construction industry and construction enterprises of the country to negative and positive changes in economic relations during the study period (Fig. 1). It should be noted that in 2014–2016 there was a decrease in the share of construction in the country's GDP, which indicates adaptive problems of construction enterprises, while the pandemic did not negatively affect the activities of construction enterprises in Ukraine. Hostilities in the country have critically negatively affected the activities of construction enterprises. At the same time, the data in Figure 1 shows that the industry is critically slow to recover from the war shocks of economic development against the background of the rapid recovery of the national economy as a whole.

The study of the dynamics of indices of the physical volume of gross domestic product and construction to the previous year in Ukraine in 2013–2024 (Fig. 2) confirms the previously made conclusions and indicates that construction in Ukraine is a leading industry within the development of economic crises, which can be seen by the lagging behind of the construction industry from the development of the country's economy in 2013–2015, as well as by the outstripping pace of construction development in relation to the economy of the state in 2016–2021. On the other hand, it is clear that the construction industry was critically unprepared for military changes in the development of Ukraine's economic system in 2022, but tried to compensate for the decline in 2023 and 2024.

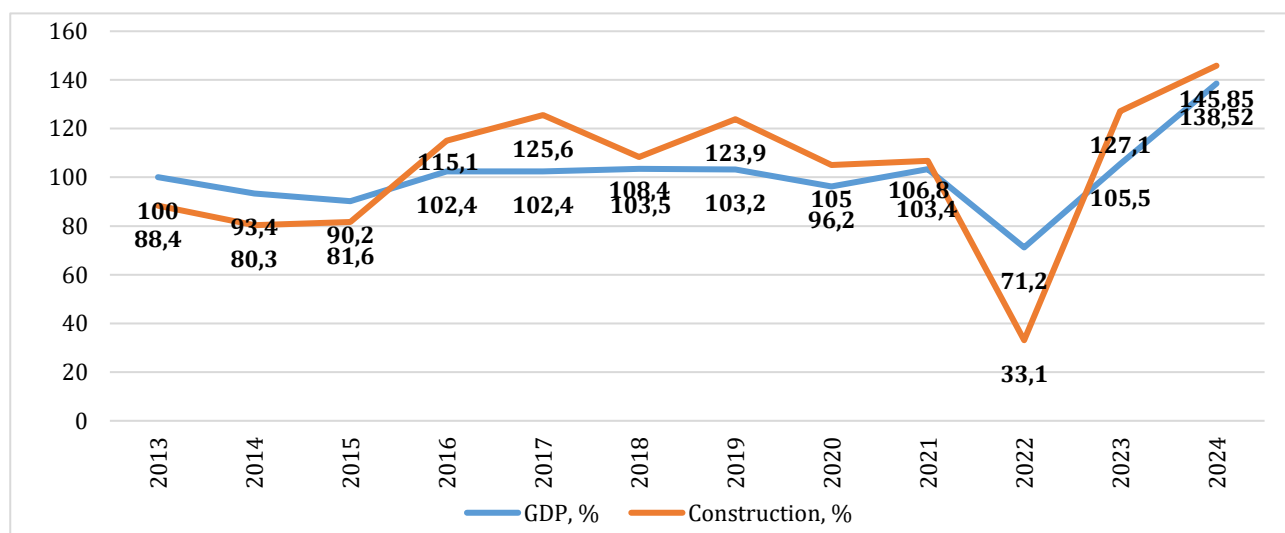


Figure 2. Dynamics of indices of the physical volume of gross domestic product and construction to the previous year in Ukraine in 2013–2024, %

Source: Systematized by the author according to the data [18].

The analysis of the dynamics of the number of enterprises in general and the number of construction enterprises in Ukraine (Table 1) shows the same picture as was determined in the analysis of GDP, namely: the number of construction enterprises began to decline in 2014–2015, and starting from 2016, the growth of the number of construction enterprises in the country began; during the pandemic, there was a rapid increase in the number of construction enterprises, which ended in 2021; In 2022, there was a sharp decrease in the number of construction enterprises; In the period 2023 and 2024, there was an increase in the number of construction entities, but in 2024, the growth rate of the number of construction enterprises lagged behind the national growth rate of the number of business entities. Studying the dynamics of the number of enterprises in general and the number of construction enterprises in Ukraine in the period from 2013 to 2024, it is possible to see that against the background of a small increase in the total number of enterprises in the country (+ 227338 units or + 0.89%), the number of construction enterprises decreased (-1824 units or -1.97%), which was caused, first of all, by the low adaptability of the construction business to the war challenges of the development of economic relations in the country, as well as competitiveness issues.

The presented conclusions are confirmed by changes in the share of construction enterprises in the total number of enterprises in the country during the study period, which decreased in 2024 compared to 2013 by 0.46% to 2.62% (Table 1). Separately, we draw attention to the discrepancy between the share of construction enterprises in the total number of enterprises in Ukraine and the share of the construction business in the country's GDP, which increased significantly in the period from 2022 to 2024. The above indicates an increase in problems related to the adaptation of construction business entities to the challenges of military development of the state's economy and problems with competitiveness.

Table 1. Analysis of the dynamics of the number of enterprises in general and the number of construction enterprises in Ukraine, as well as the share of construction enterprises in the total number of enterprises in the country in 2013–2024

Years	In general, enterprises, units	Construction, units	Share of construction in the total number of enterprises, %
2013	1722070	52983	3.08
2014	1932161	52189	2.70
2015	1974318	55128	2.79
2016	1865530	50208	2.69
2017	1805059	50261	2.78
2018	1839593	52531	2.86
2019	1941625	56855	2.93
2020	1973577	56926	2.88
2021	1956248	56627	2.89
2022	1732508	44720	2.58
2023	1913193	50621	2.65
2024	1949408	51159	2.62
Basic absolute deviation, units.	227338	-1824	-0.46
Basic growth rate, %	100.89	98.03	97.16

Source: Systematized by the author according to data [19].

An important marker of business adaptation to economic challenges is the formation of net profit or net loss. Let's study the dynamics of net profit (loss) in general for the country's enterprises and for construction enterprises of Ukraine in 2013–2024 in Figure 3.

We note the critical problems of the country's construction sector regarding the formation of net profit, since for twelve years of the study, construction enterprises received a net profit within only four years (2018, 2019, 2021, 2023), while the country's economy generated net profit for eight years out of twelve years of the study (2016, 2017, 2018, 2019, 2020, 2021, 2023, 2024). And even in periods of profitable activity, the share of construction enterprises in the total amount of net profit received by Ukrainian enterprises was insignificant: in 2018 – 1.5%; 2019 – 2.6%; 2021 – 0.7%; 2023 – 0.3%. It should be noted that in addition to 2019, the share of net profit received by construction enterprises in the total amount of net profit received by enterprises of Ukraine did not correspond to the share of the construction industry in the country's GDP, as well as the share of the number of construction

enterprises in the total number of enterprises of the state. On the other hand, in 2022, construction companies provided 7.0% of the country's net loss.

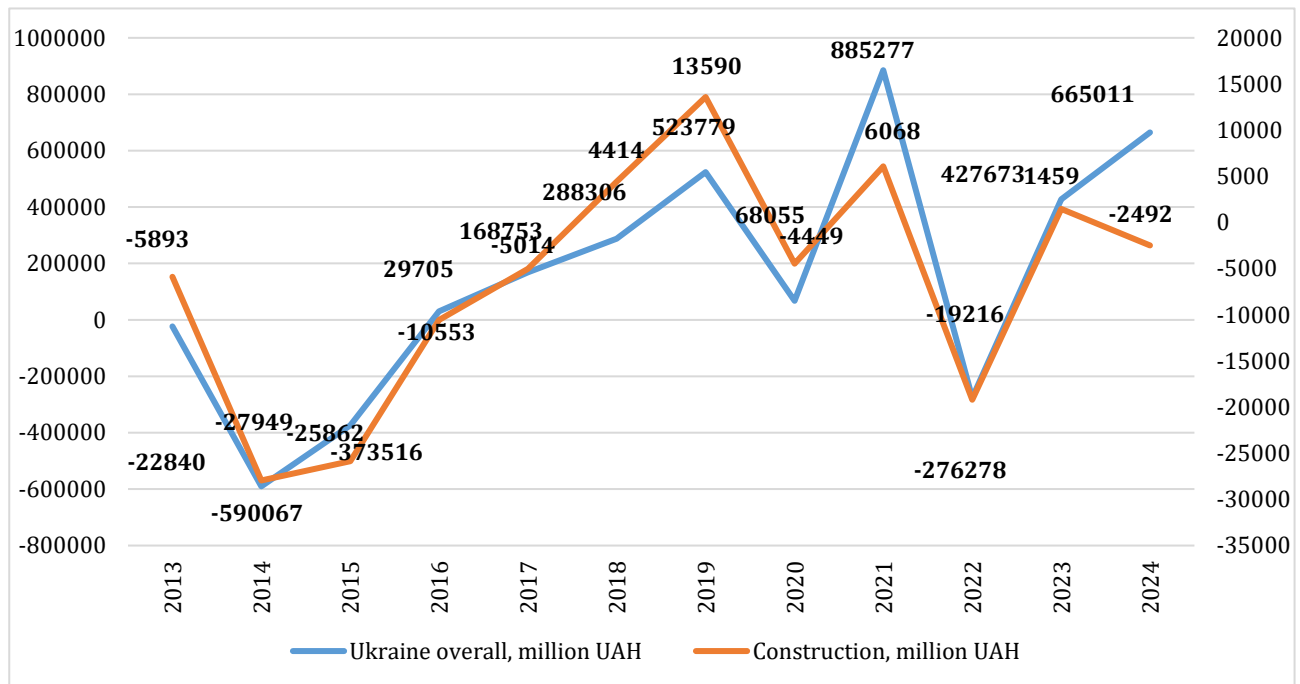


Figure 3. Dynamics of net profit (loss) in general by enterprises of the country and by construction enterprises of Ukraine in 2013–2024, mln UAH.

Source: Systematized by the author according to [20].

Taking into account the problematic situation with the formation of net profit (loss) in the construction sector, we consider it appropriate to determine which enterprises (large, medium, small, micro) were least adapted to economic challenges, especially during the war development of the Ukrainian economy. For this purpose, we will study the dynamics of net profit (loss) for large, medium, small and micro enterprises of the construction industry of Ukraine in 2013–2024 (Fig. 4).

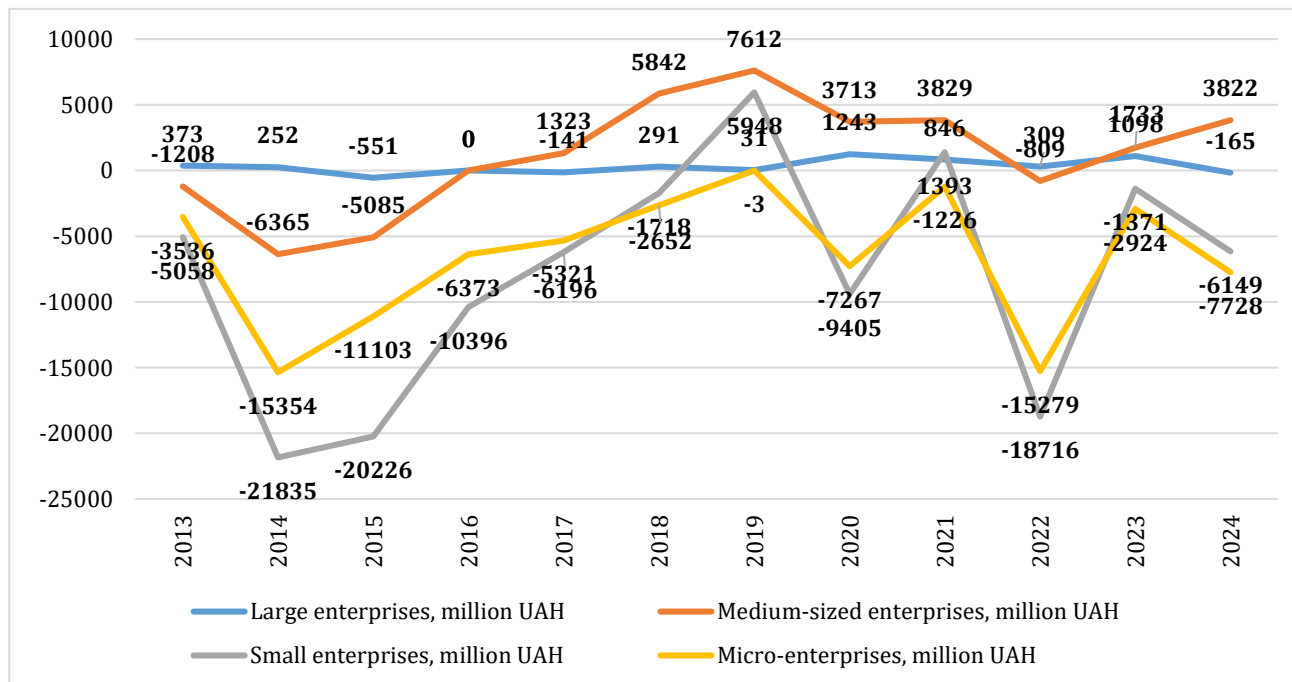


Figure 4. Dynamics of net profit (loss) by large, medium, small and micro enterprises of the construction industry of Ukraine in 2013–2024, mln UAH.

Source: Systematized by the author according to [20].

Having studied the data on net profit (loss) for large, medium, small and micro enterprises of the construction industry of Ukraine for the period from 2013 to 2024, it is possible to draw the following conclusions: all enterprises of the construction industry were not sufficiently adapted to economic challenges during the study period; the highest level of adaptation and competitiveness was shown by medium-sized enterprises; Large construction enterprises were also adapted to economic challenges to some extent, but their share and impact on the construction industry during the study period was not significant; Please note that in 2016 large and medium-sized enterprises did not carry out operational activities, which indicates critical problems in terms of adaptation and competitiveness; small construction enterprises generated net profit only in 2019 and critically responded to all economic challenges identified in the study; The least adapted to economic challenges and the least competitive during the study period were microconstruction enterprises, which formed only a net loss throughout the study period.

Summing up the assessment of the level of adaptation of construction enterprises in Ukraine to economic challenges, we note the insufficient level of adaptation in the period from 2013 to 2024. At the same time, the main problems with adapting to economic challenges arose in the construction industry with the beginning of the full-scale invasion of Ukraine by Russian aggressors. Small and micro-enterprises in the construction sector in the country suffered the most from the low level of adaptation to economic challenges. Problems with adaptation led to the withdrawal of enterprises from the construction industry due to the loss of competition and the generation of losses (Table 1, Fig. 3 and Fig. 4).

In modern conditions, taking into account the conducted research, it is the increase in adaptation to economic challenges, especially those caused by the military development of the Ukrainian economy, that is the key to ensuring a sufficient level of competitiveness for Ukrainian construction enterprises. At the same time, the construction business in Ukraine should pay attention to the following aspects of increasing adaptability to economic challenges in the context of increasing its own competitiveness in the market of construction services and works: development and implementation of adequate methods for assessing the level of adaptation to economic challenges and the level of competitiveness in the relevant markets; identification and formation of a list of key negative factors influencing adaptability to economic challenges and competitiveness; shifting the emphasis in personnel training towards ensuring anti-crisis resilience of business in the face of increased impact of economic challenges on competitiveness; development and implementation of strategic measures to increase the level of adaptation to economic challenges and the level of competitiveness in the relevant markets; increasing innovation activities with an emphasis on the introduction of new construction technologies, digitalization of business activities, optimization of managerial work; formation of a set of resources for the implementation of strategic measures to increase the level of adaptation to economic challenges and the level of competitiveness; development and implementation of a mechanism for increasing adaptation to economic challenges and increasing the level of competitiveness (Fig. 5).

We note the critical need to increase the adaptation of construction enterprises of Ukraine to economic challenges within the framework of ensuring a level of competitiveness of construction business activities adequate to market requirements.

6. Conclusions

Business entities in the construction sector of the economy of Ukraine are under significant pressure from economic challenges, especially those related to the conduct of military operations on the territory of the country. On the other hand, we note significant problems with ensuring the competitiveness of construction enterprises, which was expressed in a decrease in the share of the construction industry in GDP (loss of competition to other industries for resources and money of consumers), decrease in the number of construction enterprises (loss of competition in the construction services market and exit from the market) and critically negative trends within the formation of net profit (loss), especially by small and micro-construction business units (non-compliance with competitive market conditions). In such conditions, construction enterprises should look for opportunities to ensure their own competitiveness, which can be done on the basis of increasing the level of adaptation to economic challenges. For this purpose, it is important to develop and implement

a set of optimization approaches and a mechanism for increasing adaptation to economic challenges and competitiveness of construction enterprises in Ukraine.

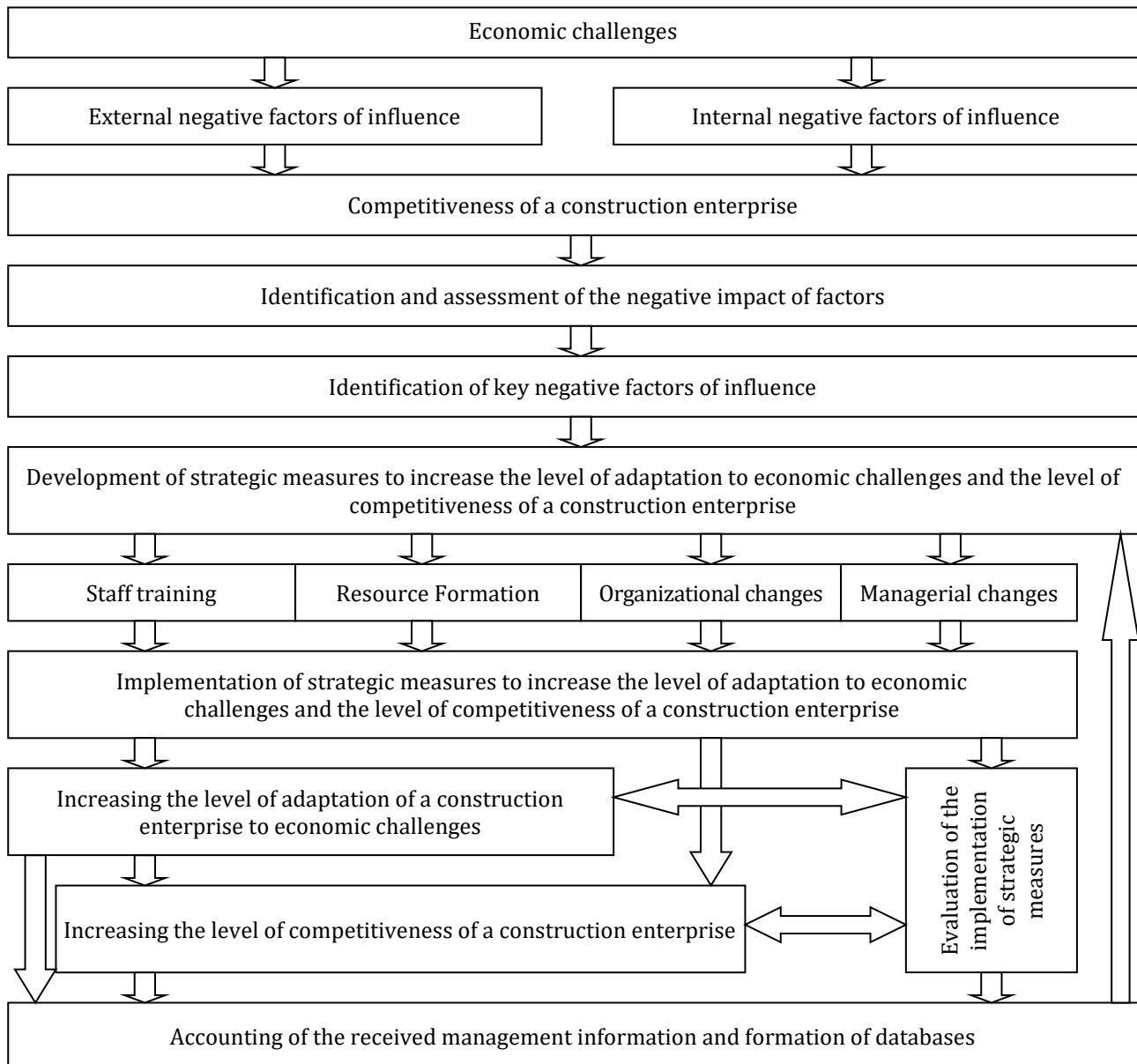


Figure 5. Mechanism for increasing adaptation to economic challenges and competitiveness of construction enterprises of Ukraine

Source: Own research.

The practical implementation of the proposals and conclusions of this article should be considered in the context of their importance for ensuring the competitiveness of Ukrainian construction enterprises, as well as stimulating the increase of adaptability to the economic challenges of the Ukrainian construction business. Prospects for further research on the basis and using the scientific results of the study are to find ways to increase the level of competitiveness of Ukrainian construction enterprises of small and micro businesses in the face of economic challenges.

References

1. Palamarchuk, O.M., & Petryshyna, S.V. (2023). Budivelna haluz Ukrainy: stan ta prohnozy [Construction industry of Ukraine: state and forecasts]. *Ekonomika ta suspilstvo – Economy and Society*, (51). <https://doi.org/10.32782/2524-0072/2023-51-45> (in Ukrainian)

2. Badawy, A., Al-Sakkaf, A., Alfalah, G., Mohammed Abdelkader, E., & Zayed, T. (2022). Scrutinizing Competitiveness of Construction Companies Based on an Integrated Multi-Criteria Decision Making Model. *CivilEng*, 3(4), 850–872. <https://doi.org/10.3390/civileng3040049>
3. Huda, M., Rini, T.S., Siswoyo, & Azizah, S. (2018). The impact of the company's environment to performance and competitiveness of Indonesian construction companies. *International Journal of Civil Engineering and Technology (IJCIET)*, 9(8), 1221–1232. https://iaeme.com/Home/article_id/IJCIET_09_08_122
4. Somiah, M.K., Aigbavboa, C.O., & Thwala, W.D. (2020). Critical Success Strategies for Competitive Advantage of Indigenous Construction Firms in Developing Countries: A Ghana Study. *Global Business Review*, (23), 1188–1199. <https://doi.org/10.1177/0972150920907258>
5. Alisher Kizi, S. U. (2025). Directions for Increasing The Competitiveness of Construction Enterprises. *American Journal of Economics and Business Management*, 8(12), 6025–6034. <https://globalresearchnetwork.us/index.php/ajebm/article/view/4254>
6. Kharit, O. (2023). Strategy for introducing new technologies in construction: how to ensure business competitiveness. *Green, Blue and Digital Economy Journal*, 4(3), 58–64. <https://doi.org/10.30525/2661-5169/2023-3-9>
7. Mamonov, K.A., & Prunenکو, D.O. (2017). Otsinka konkurentospromozhnosti budivelnnykh pidpriemstv: teoretychni aspekty [Assessment of competitiveness of construction companies: Theoretical aspects]. *Ekonomichnyy analiz*, 3(27), 199–203. <http://dx.doi.org/10.35774/econa2017.03.199> (in Ukrainian)
8. Yankovyi, O. H. (Ed.) (2013). *Konkurentospromozhnist pidpriemstva: otsinka rivnia ta napriamy pidvyshchennia* [Enterprise competitiveness: assessment of the level and directions for improvement]. Odesa: Atlant. <https://files01.core.ac.uk/download/pdf/147035506.pdf> (in Ukrainian)
9. Grebnev, G.M. (2014). Formuvannia napriamkiv pidvyshchennia efektyvnosti marketynhovoho mekhanizmu upravlinnia konkurentospromozhnistiu budivelnnykh pidpriemstv [Formation towards increasing the effectiveness of marketing management mechanism competitiveness of construction enterprises]. *Ekonomichniy visnyk Natsionalnoho tekhnichnoho universytetu Ukrainy "Kyivskiy politekhnichnyi instytut"*, (11), 395–400. http://nbuv.gov.ua/UJRN/evntukpi_2014_11_62 (in Ukrainian)
10. Semenov, A.G. (2020). Diagnostuvannia stratehichnoi konkurentospromozhnosti budivelnnykh pidpriemstv za indykatory staloho rozvytku [Diagnosis of strategic competitiveness by indicators of sustainable development]. *Efektivna ekonomika*, (5). <https://doi.org/10.32702/2307-2105-2020.5.23> (in Ukrainian)
11. Ivanilov, O. S., Smachilo, V. V., & Polozhiy, K. V. (2014). Otsinka konkurentospromozhnosti budivelnnoho pidpriemstva [Competitiveness assessment of a construction company]. *Naukovyi visnyk budivnytstva*, 1(75), 193–197. <https://svc.kname.edu.ua/index.php/svc/uk/article/view/1718> (in Ukrainian)
12. Biletskyi, I.V., Borovyk, M.V., & Vorobiov, K.V. (2024). Konkurentospromozhnist budivelnnykh pidpriemstv: sutnist, zmist ta faktory vplyvu [Competitiveness of construction enterprises: Essence, content and influencing factors]. *Naukovi zapysky Natsionalnoho universytetu "Ostrozka akademiia". Seriya "Ekonomika"*, 34(62), 33–38. <https://journals.oa.edu.ua/Economy/article/download/4172/3820/7075> (in Ukrainian)
13. Lopatka, S.S. (2024). Sutnisni kharakterystyky konkurentospromozhnosti budivelnnykh pidpriemstv [Essential characteristics of the competitiveness of construction enterprises]. *Innovatsiina ekonomika*, 4(100), 105–110. <https://inneco.org/index.php/innecoua/article/download/1362/1503/2845> (in Ukrainian)
14. Yepifanova, I., Kraievska, A., & Kraievskiy, A. (2025). Konkurentospromozhnist pidpriemstv budivelnnoi haluzi [Competitiveness of enterprises of the construction industry]. *Modeling the Development of the Economic Systems*, (3), 73–79. <https://doi.org/10.31891/mdes/2025-17-10> (in Ukrainian)
15. Kruglikova, V. V., Bondarenko, O. M., & Poliashova, O. O. (2022). Impact of factors of external and internal environment on competitiveness of construction company. *ECONOMICS: Time Realities*, 3(61), 45–55. <http://doi.org/10.15276/ETR.03.2022.6>
16. Tyurina, H., Nazarchuk, T., & Bakay, A. (2023). Upravlinnia konkurentospromozhnistiu budivelnnykh orhanizatsii [Management of the competitiveness of construction organizations]. *Innovation and Sustainability*, (1), 213–221. <https://doi.org/10.31649/ins.2023.1.213.221> (in Ukrainian)
17. Hudyma L.O. Analiz faktoriv konkurentospromozhnosti pidpriemstv budivelnnoi haluzi [Analysis of competitiveness factors of construction industry enterprises]. *Ekonomika. Finansy. Pravo – Economics. Finances. Law*, (4). <https://doi.org/10.37634/efp.2024.4.19> (in Ukrainian)
18. State Statistics Service of Ukraine. (2025). *Valovy vnutrishnii produkt 2013–2024 roky* [Gross domestic product 2013–2024 years]. <https://ukrstat.gov.ua> (in Ukrainian)
19. State Statistics Service of Ukraine. (2025). *Kilkist diiuchykh subiektiv hospodariuvannia za vydamy ekonomichnoi diialnosti za 2013–2024 roky* [The number of active economic entities by types of economic activity for 2013–2024]. <https://ukrstat.gov.ua> (in Ukrainian)
20. State Statistics Service of Ukraine. (2025). *Chystyi prybutok (zbytok) pidpriemstv za vydamy ekonomichnoi diialnosti z rozpodilom na velyki, seredni, mali ta mikropidpriemstva (bez urakhuvannia bankiv) za 2013–2024 roky* [Net profit (loss) of enterprises by type of economic activity with division into large, medium-sized, small, and micro enterprises (excluding banks) for 2013–2024]. <https://ukrstat.gov.ua> (in Ukrainian)