

Formation of a Strategy for the Economic Development of a Transport Enterprise

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Abstract

The report considers theoretical and practical aspects of the formation of a strategy for the economic development of a transport enterprise in the context of modern market challenges. The main factors affecting the efficiency of the functioning of transport companies are identified, including macroeconomic conditions, institutional changes, technological development and environmental requirements. The key approaches to strategic planning in the transport industry, as well as methods for assessing the competitiveness and financial stability of enterprises are analyzed. The need to integrate innovative technologies, digital solutions and sustainable development models into the strategic management of transport enterprises is substantiated. An algorithm for the formation of a strategy of economic development is proposed, based on the analysis of the internal and external environment, the definition of strategic priorities and the introduction of effective mechanisms for resource management. Particular attention is paid to the adaptation of enterprises to changes in the market environment, in particular in the context of global economic crises and increased environmental standards. An organizational and economic mechanism for the formation of a strategy for the economic development of a transport enterprise is proposed, which provides for the assessment of strategic directions and, taking into account the factors of value, to ensure the process of increasing the efficiency of economic activity in the market of transport services. The scientific and methodological foundations for the formation of the development strategy have been developed, which include a set of procedures for making managerial decisions within the framework of the proposed organizational and economic mechanism and provide for a sequential transition between six blocks of tasks: determining the visionary vision of the future transport enterprise; study of external and internal environmental factors; setting goals and specifying development tasks; research of competitive advantages and opportunities of a transport enterprise; formation of a strategy for the economic development of a transport enterprise; implementation and monitoring of the implementation of economic development strategies. A scientific and practical approach to assessing the effectiveness of strategic directions taking into account the cost of the enterprise is proposed, which allows to determine and substantiate the most effective directions of strategic development using an integral assessment taking into account cost indicators and value factors, is based on the methods of multidimensional statistical analysis and takes into account the specifics of transport enterprises through the general indicators of production, financial and investment activities. The results of the study can be used by the heads of transport companies, economic planners and government agencies to develop strategic programs for the development of the transport industry.

KEY WORDS: *strategy; economic development; transport enterprise; strategic management; competitiveness; innovations; sustainable development*

1. Introduction

The transport industry plays a key role in the development of the country's economy, ensuring the efficient movement of goods and passengers. The development of the transport industry is an important factor in the economic growth of the country, as it ensures the efficient movement of goods, services and labor resources. In modern conditions of globalization and competitive environment, transport enterprises are forced to adapt to market changes, introduce innovations and optimize their business processes [1, 5, 9]. The formation of a strategy for the economic development of a transport enterprise is a key stage in ensuring its stability, profitability and competitiveness.

Strategic planning involves determining the long-term goals of the enterprise, developing mechanisms for achieving them, and analyzing the external and internal environment. Taking into account macroeconomic factors,

technological changes, legislative regulations and consumer trends allows the enterprise to create an effective development model [2, 3, 8, 14]. The study of the main approaches to the formation of a strategy for the economic development of a transport enterprise is an urgent task of modern science and practice.

2. Stages of Formation of the Strategy of Economic Development of a Transport Enterprise

The formation of a strategy for the economic development of a transport enterprise plays a key role in ensuring its sustainability, competitiveness and efficiency. This process includes analyzing the current state of the company, defining strategic goals, assessing the ability of the enterprise to adapt to changes in the transport market, seize opportunities and overcome threats, develop growth plans and monitor their implementation [4, 7]. Each of these tasks includes a whole range of tasks and works, without the implementation of which it is impossible to develop a sufficiently effective strategy for the economic development of a transport enterprise. Our proposals on this issue are presented in Fig. 1.

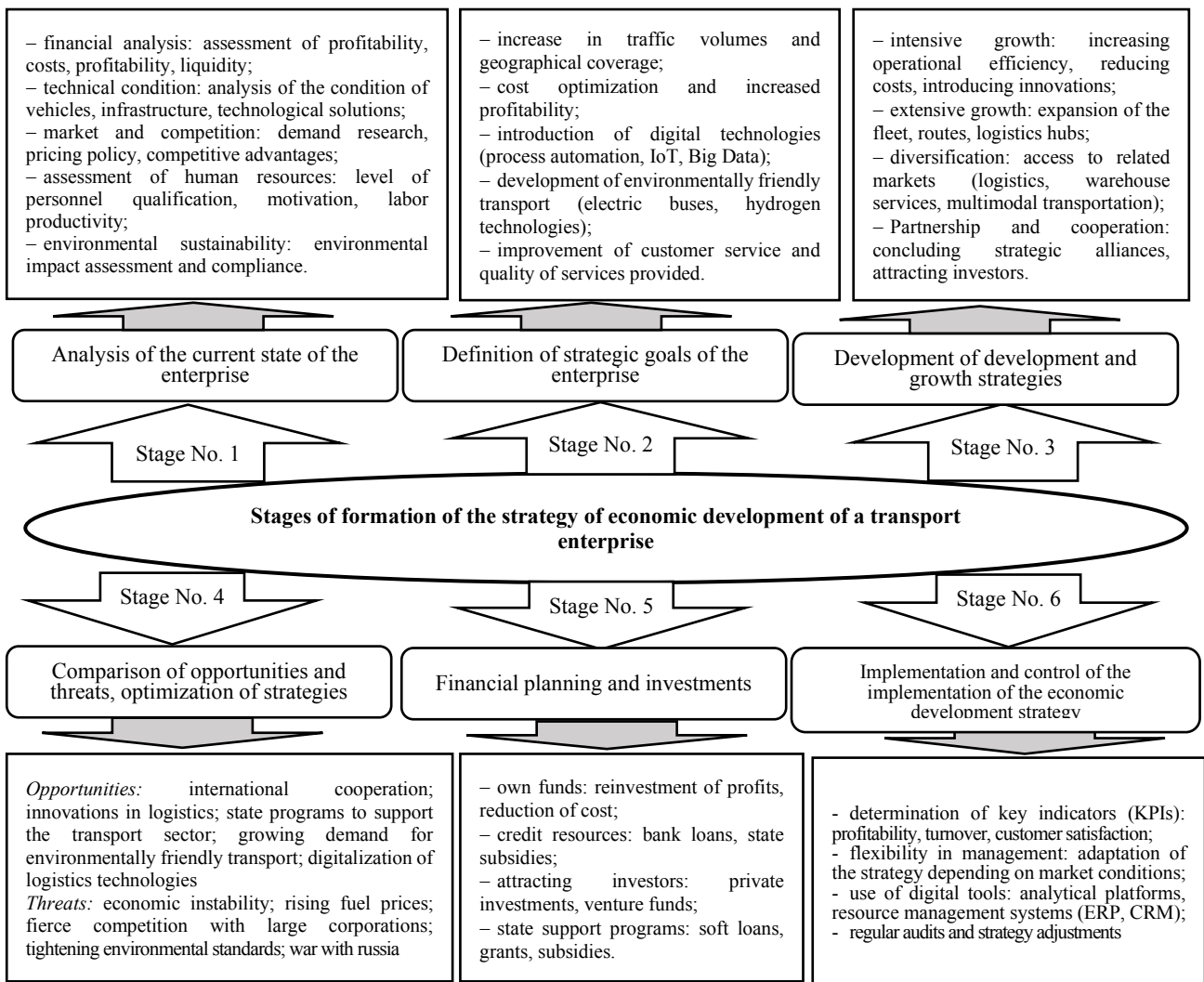


Fig. 1 Stages of formation of the strategy of economic development of a transport enterprise Source: author's development

The development of a strategy for the economic development of a transport enterprise requires an integrated approach, including an analysis of opportunities and threats, as well as the selection of optimal areas of development. Through innovation, environmental sustainability, and effective financial management, the enterprise will be able to increase its competitiveness and sustainability in the long run. The formation of a strategy for the economic development of a transport enterprise is a complex process that requires taking into account many factors [4, 7]. Effective strategic planning allows not only to increase the profitability and competitiveness of the company, but also to create sustainable conditions for long-term development [6, 7, 10-14].

Making strategic decisions by a transport enterprise in the field of its economic development requires it to use various kinds of methodological approaches to assessing the directions of strategic development and choosing and justifying the mechanism for forming a strategy of economic development. Building an effective organizational and economic mechanism corresponding to the initial conditions and modern requirements is an objective necessity to ensure the economic development of transport enterprises both in the national and international markets of transport services [7].

3. Organizational and Economic Mechanism for the Formation of the Strategy of Economic Development

The proposed organizational and economic mechanism for the formation of a strategy for the economic development of a transport enterprise includes an assessment of the strategic directions of the transport enterprise's activity, which allows setting priorities for possible scenarios and strategies. At the first stage, the internal capabilities of the transport enterprise in ensuring effective strategic development are considered, based on the current and potential organizational and economic capabilities of the enterprise (Fig. 2).

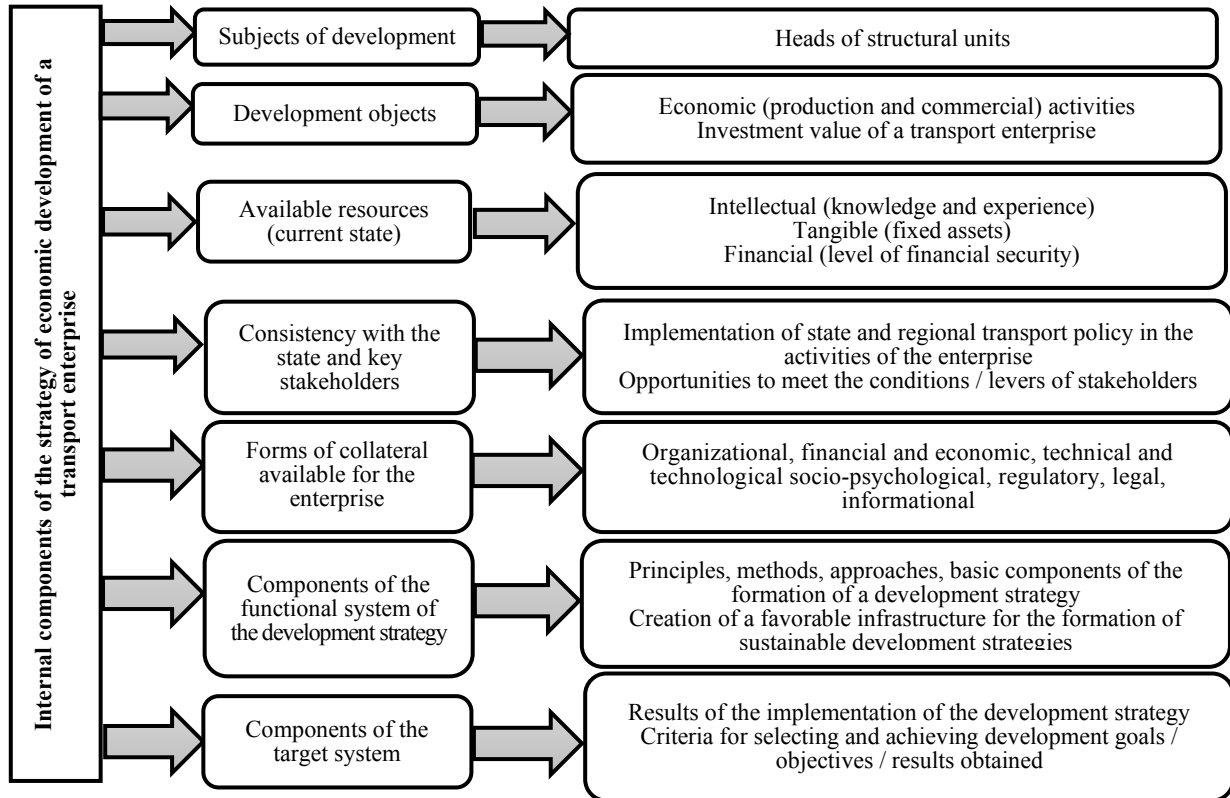


Fig. 2 Internal components of the organizational and economic mechanism of strategic development of a transport enterprise. Source: developed by the authors using [1, 4, 7]

In the conditions of developed market relations, the strategic development of a transport enterprise depends on the factors influencing the macroenvironment. Such factors include the cyclical nature of economic development, the features and conditions of state intervention in the economic processes of society, sectoral aspects, global competition, etc. Destabilization of a transport enterprise, as a rule, arises due to the inability to detect or predict the consequences of environmental factors in time in order to control and regulate this process, that is, to effectively manage it. An important condition for ensuring strategic development is an adequate response to each of these influences. Inability to adapt to changing environmental conditions can lead to crisis manifestations in the activities of a transport enterprise.

Moreover, it is the subject of management in real conditions that is most often the source of the crisis, the state and development of which may be inadequate to the state and trends of the strategic development of the object of management, which gives rise to crisis situations. And in general, it can be not only specific persons, but also the authority of the country, region, industry, which exerts a certain influence on the economic policy of the objects of management. Thus, the responsibility for ensuring the effectiveness of the strategic development of a transport enterprise lies with the management system. This mechanism provides for a certain sequence of actions of the management system to achieve the main goal of the transport enterprise - strategic development and effective functioning in the long term. The main emphasis in the mechanism is on preventing the occurrence of problem situations. Since changes in the external economic environment are spontaneous and very often unpredictable, flexible goals must be set for the beginning of the management system of a transport enterprise. To achieve them, a preventive strategy and flexible tactics are chosen aimed at ensuring the effectiveness of the strategic development of the airline enterprise and anticipating and avoiding the impact of negative disturbances.

The need for planning in conditions of high variability of the external environment is associated with uncertainty, risk, and therefore with the emergence of problematic (emergency, and sometimes crisis) situations that can lead to negative consequences. Therefore, flexible planning in this mechanism should correspond to the set flexible goals, and forecasting is aimed at identifying trends in the near future, since it is very difficult to make long-term accurate forecasts in today's conditions. Forecasting, as a management function, should provide an opportunity to predict the development of problem situations. On the one hand, forecasting allows you to predict the possibility of problem situations and take preventive measures, on the other hand, when undesirable events occur, identify them and identify the degree and depth

of development of adverse processes in order to make decisions on their localization and elimination.

The sequence of actions in the formation of the strategy of economic development of a transport enterprise according to the cost approach is described by the components of a certain organizational and economic mechanism for the formation and implementation of the strategy of economic development (Fig. 3).

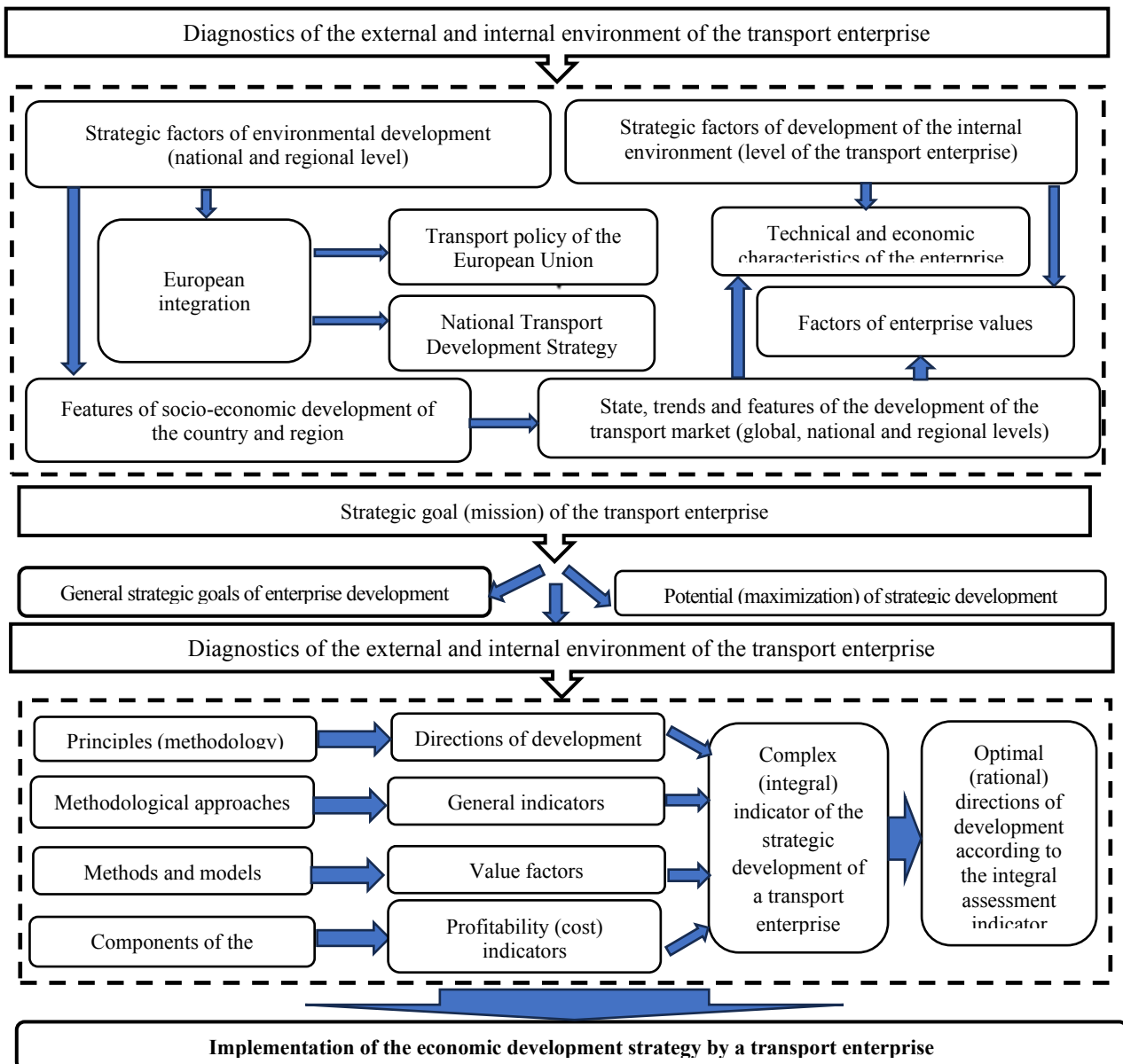


Fig. 3 Mechanism for Forming a Strategy for Economic Development of a Transport Enterprise. Source: developed by the authors using [1, 4, 7, 12, 15]

4. Block Approach to the Formation of Strategic Tasks of a Transport Enterprise

The set of procedures for making managerial decisions within the framework of the proposed organizational and economic mechanism provides for a sequential transition between the blocks of tasks set and the results obtained.

Task block No. 1 – "Formation of the mission, values and vision of a transport enterprise". This block of tasks indicates the key stages of strategic management that help determine the direction of the company's development, its principles of work and long-term goals. For example, "to provide high-quality, safe and environmentally friendly transport services, providing convenience and reliability for our customers." Values are the principles that guide the enterprise in its activities. They shape the corporate culture and determine the behavior of employees. The fundamental principles of a transport enterprise include *safety* – a guarantee of the reliability of transportation; *customer orientation* – maximum satisfaction of the needs of passengers or shippers; *innovation* – the use of the latest technologies in the field of logistics and transportation; *environmental responsibility* – the desire to reduce the negative impact of transport on the environment; *teamwork* – interaction and cooperation to achieve common goals. The vision defines the long-term aspiration of the company and its desired position in the market in 5-10 years. For example, "to become a leader in the field of transport services by introducing innovative solutions that improve the quality of transportation and contribute to

sustainable development". determine your course, attract customers and partners, and motivate employees to achieve strategic goals.

Block of tasks No. 2 – "Study of factors of the external and internal environment of a transport enterprise". The development of a transport enterprise depends on many factors, which can be divided into internal (those that depend on the enterprise itself) and external (those that are formed outside it). The analysis of these factors is the basis for developing an effective strategy for economic development. Internal factors include resources, organizational structure, financial condition, technology and management level. External factors form the conditions in which the enterprise operates. They can be divided into macroeconomic and microeconomic. The key external factors include economic conditions (inflation, level of competition, fuel and spare parts prices); political factors (tax policy, government regulations, international sanctions); technological development (new modes of transport, digital technologies in logistics); social factors (demand for transport services, demographic changes); environmental requirements (environmental standards, restrictions on harmful emissions); competition (competitiveness, market position, level of service). Thus, the analysis of the internal and external environment allows you to form an effective strategy for the development of a transport enterprise, ensuring its stability and competitiveness

Block of tasks No. 3 – "Study of competitive advantages and opportunities of a transport enterprise". It provides for a detailed analysis of the external environment and the competitive market: assessment of the general situation in the transport industry; identification of the main competitors and their market positions; analysis of trends in the development of transport services and innovations in the industry. company); to analyze the uniqueness of resources and technologies that provide competitive advantages; evaluate the quality of service and the level of customer satisfaction. It is important to study economic efficiency and growth opportunities, which includes the analysis of the financial indicators of the enterprise, determining the profitability of basic services, assessing the possibilities of expanding sales markets. For the effective formation and further implementation of strategic decisions, it is necessary to develop recommendations for increasing competitiveness, the use of innovative technologies in the transport sector, forming an action plan to optimize costs and increase efficiency. The implementation of these works will help to identify the key factors of the success of the transport enterprise and develop a strategy for its further development.

Block of tasks No. 4 – "Specification of tasks and goals of strategic development of the enterprise". Based on the results of diagnostics of the conditions and factors of the external and internal environment, taking into account the mission, values, vision of the transport enterprise, its strategic goals are determined and the development tasks are specified. and organizational aspirations of the enterprise. In the theoretical and applied aspect, goals are a set of interrelated programs that reflect the main actions and ensure the unification of management entities in the implementation of the mission and vision. Unlike goals, tasks are more precise, time-based and measure actions that contribute to the achievement of a goal. Tasks should be directly related to the goal; be clear, concise and understandable; be declared in terms of results; start with a verb; indicate the date of execution; and be measurable [5, p. 263]. Without specific tasks, it is impossible to achieve development goals.

Block of tasks No. 5 – "Formation of a strategy for economic development of a transport enterprise". At this stage of the formation of a strategy for economic development, a set of directions is developed, they are evaluated and the optimal choice is made according to cost criteria and existing constraints. Based on the principles of strategy formation, applying different approaches depending on the goals and objectives of the strategy / sub-strategy, using appropriate methods, the main components are determined strategies for the development of a transport enterprise. Thus, a set of directions for solving problems and achieving the goals set in the previous block is formed. The identified areas of development, described through the parameters of cost and value, are given an integral assessment. Based on the results of the integral assessment, recommendations are developed on the priority of the implementation of development directions according to the criterion of maximizing efficiency and the formation of an optimal set of strategic directions is carried out.

Block of tasks No. 6 – "Implementation and monitoring of the implementation of the economic development strategy". This block of tasks covers key aspects of the implementation of the strategy and control over its implementation. First, it is necessary to develop a detailed action plan: to determine the key stages of the strategy implementation, to distribute responsibilities between departments and employees, to set deadlines for the implementation of tasks. Secondly, to form a system of financing and resource provision: to optimize financial flows, attract investments and additional sources of funding, and monitor the effectiveness of use Resources. Thirdly, to establish the process of prompt implementation of the development strategy: introduction of innovative technologies, optimization of logistics and transport routes, advanced training of personnel. Fourthly, to carry out constant monitoring and control over the implementation of the strategy

Effective implementation and monitoring of the implementation of the strategy of economic development of a transport enterprise allows to increase its competitiveness, improve financial results and ensure sustainable development. Monitoring the implementation of the strategy should be systematic, based on clearly defined KPIs and regular data analysis.

5. Conclusions

The formation of a strategy for the economic development of a transport enterprise is a complex and multi-stage process that requires a deep analysis and an integrated approach. As a result of the study, it was found that the successful development of an enterprise depends on the correctly chosen strategy, which takes into account internal resources, external competitive environment, modern technological trends and macroeconomic conditions. The main directions of economic development of the transport enterprise are the modernization of infrastructure, the introduction of innovative

technologies, the optimization of logistics processes and the improvement of the level of service. An important factor is the effective management of financial resources and risks, which allows you to ensure the stability of the enterprise in the long term. The application of strategic planning and the introduction of modern management approaches will contribute to increasing the competitiveness of the transport enterprise, its adaptation to changes in the market environment and achieving sustainable economic growth.

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