

Tereshina N., Zhakov V.

LOGISTICAL APPROACHES TO MANAGEMENT OF COMPETITIVENESS OF A TRANSPORT COMPANY

Tereshina Natalya, Russian Federation, Doctor of economics, The
Head of The Department "Economics and management on transport",
Russian University of Transport (RUT (MIIT), Moscow

Zhakov Vladimir, Russian Federation, candidate of economic
Sciences, Associate Professor of Department "Economics and management
of transport", Russian University of Transport (RUT (MIIT), Moscow

Abstract

It is very important to assess the competitiveness of the national rail companies in the modern world due to the deep integration of the Russian economy and transport system in global. With increasing requirements for the level of transport services, the requirements for the range of logistics services provided are also increasing. There is a competition between rail and other modes of transport in different segments of the market in the field of freight transportation. It is the providing a range of additional services to the clients that is one of the basic elements of effective competitive strategy in modern economic conditions.

Keywords: competitiveness, logistics, logistics provider, strategic management

There is a competition between rail and other modes of transport in different segments of the market in the field of freight transport. Foreign experience shows that the greatest efficiency in microeconomic and macroeconomic context provides an integrated logistic service. That means logistical companies have to provide a variety of complex logistical services for the promotion and maintenance of commodity-material flows.

According to expert estimates, the direct costs of logistics and logistical services in many European countries are in the order of 8-14% of GDP (France: 10%, Germany: 7,8 %, the EU as a whole: 13,3%) with a

8th International Conference «Recent trend in Science and Technology management» 2017

tendency to increase. Logistics accounts for 6-12% of the workforce of total employment.

The main purpose of transport production is the most complete customer satisfaction in transportation, achieving the required level of transport service quality and competitiveness of rail transport on the transport market in the system of modern market economy.

For the enterprises of railway transport, the activity of which is associated with a fairly tough competitive conditions and high level of risk, the safety of transport services, operational efficiency and financial stability can be ensured by the formation of a competitive status, involving the use of financial and property potential of Railways. [1]

The issues related to the study of the potential for the development of the competitiveness of national railway transport companies have become important due to the deep integration of the Russian economy and transport system in the world.

The classic definition of the competitiveness of transport products is understood as the ability to withstand the competition of substitute goods, services, from the point of view of gaining that market share that provides favorable sales of transport products and the necessary growth of the revenue of the transport enterprise. Transportation of goods is currently one of the main strategic services in the Russian Federation.

The product of transport means not only transportation as a process, but also related works and services provided by transport organizations. From the point of view of economic theory, products created in the sphere of transport, taking into account the postulate of continuing the process of production in the sphere of circulation and for the sphere of circulation, transportation is a special commodity - service. Transportation of goods is the main type of services.

It is the providing a range of additional services to the clients that is one of the basic elements of effective competitive strategy in modern economic conditions. The optimal combination of the cost and quality of these services for each transport company helps to increase their competitive status.

Competitiveness of the transport company is the ability to satisfy the effective demand of customers in the transportation of a certain volume and quality, which allows to take the leading place in the market of transport services and get the most beneficial effect. [3]

The ability of transport companies to compete in the market of transport services mostly depends on the competitiveness of the transport and of the set of economic methods of business activity of the organization that affect the results of competition.

8th International Conference «Recent trend in Science and Technology management» 2017

The assessment of competitiveness, the analysis of competitive advantages and the formation of a set of measures to improve the competitive status of the transport company are inextricably linked with the development of a system for ensuring the competitiveness of the transport market facility.

With increasing requirements for the level of transport services, the requirements for the range of logistics services provided are also increasing. Let's consider the capabilities of existing types of logistics operators, depending on their level.

A logistics provider is a commercial organization providing logistics services, performing individual operations or complex logistics functions, as well as integrated management of the customer's logistics chains.

In practice, the term "level 1PL" ("first party of logistics") refers to companies that specialize in certain areas of the logistics business. Their activities consist in providing services for performing certain operations during the delivery of goods: transportation, storage, customs clearance, etc. [2]

Companies rendering services of type 2PL are freight forwarders, as well as freight forwarding companies and organizations that act as intermediaries between buyers (cargo owners) and sellers (1PL) of services. Unlike companies like 1PL, we are talking about the complex provision of services in several directions at once, for example, when cargo is transported by several modes of transport in the transport system, but customs clearance services are also performed.

As a result of the transition to a better level, the term "third party of logistics" appeared - 3PL, which characterizes outsourcing companies that "sell" a complex service for the delivery of goods on a door-to-door basis, completing all required transactions and providing the required level of transport security. But at the same time, their function does not include the management of cargo flows: all the issues in this case are solved by the "buying" side, i.e. consignor or consignee.

3PL means a set of logistics services - from delivery and address storage to order management and tracking of goods movement. The function of 3PL-provider includes the organization and management of transportation, accounting and inventory management, the preparation of import and export documentation, warehousing, cargo handling, delivery to the end consumer.

4PL Logistics Provider is a supply chain manager that brings together the resources, capacities and technology of your organization with the resources, capacities and technology of another logistics enterprise and manages it in order to offer customers the most complete solution of tasks in the supply chain.

8th International Conference «Recent trend in Science and Technology management» 2017

It is important to note that 4PL-providers, or providers of the 4th level, are necessarily connected with the production process. As a rule, 4PL-providers are large logistics providers with a large infrastructure and modern supply chain management systems, implementing high-tech processes and complex logistics schemes at the required level of safety and efficiency of resource usage.

At the same time, with the development of electronic business, there are changes in logistics outsourcing and a new type of logistics intermediaries appears - 5PL-providers, which have come to be called system integrators of the 5th level, or virtual logistic operators. This type of providers is currently undergoing the formation stage and it has the opportunity to significantly improve the existing indicators of logistics service.

The third, the fourth and the fifth level providers are logistics operators and centers providing complex services, which ensure a good opportunity for the customers to develop their business in a strategic perspective. However, in the case when the company itself is capable to perform any logistical operations, it is possible to save considerably without using all the services of such organizations at once, and special service packages, as a rule, already prepared for clients with different types of requests.

According to the modern quality standards, it is assumed that logistics centers (LC), whose work is built on modern approaches to traffic management and planning, will significantly improve the competitiveness of domestic transport companies and will solve the following tasks:

- attraction of large-scale private investments in the implementation of LC project;
- construction of high-tech production and storage facilities and integrated roadside service infrastructure;
- creation of modern and effective systems of engineering, communication and information support of LC;
- introduction of modern information technologies for tracking parcels, optimizing the loading of vehicles, maintaining information exchange;
- improving the procedures for customs clearance, registration and control, bringing them in line with world practice;
- attraction of large freight forwarding companies specializing in the delivery of goods using information network and terminal technologies for the organization of the transportation process and contractual Logistics in LC;
- creation of an efficient LC distribution network for developing large retail structures and networks, as well as storehouses for wholesale and small-scale wholesale of imported goods, focused on revitalizing and legalizing the trade and purchasing business of private entrepreneurial structures.

8th International Conference «Recent trend in Science and Technology management» 2017

The complex of functions performed by LCs allows us to consider them not only as national transport and logistics nodes, but also as a kind of framework linking the transportation process, rolling stock and infrastructure into a single integrated system not only of the country or region, but also in the perspective of the global market in a strategic aspect. [3]

The creation of LC provides direct interaction of large shippers, freight forwarders, customs agencies, other service providers with the main transport system. Such centers, usually linked to major sea ports and through the regular train service can be considered as a direct continuation of the marine container system.

A promising option for mastering the growing freight and container flows passing through the sea trading ports (STP) is the creation of container transport and logistics terminals (TLTs) and the introduction of container block train technology that delivers loads of different exporters to one destination and vice versa.

Due to the competition in the market of transport services, the combination of state and public interests with the interests of the enterprise or firm is achieved. Under current conditions, companies use the most economical combinations of resources to produce a certain type of product that gives the greatest profit. Thus, the maximization of the profits of domestic transport companies, their successful work in the world market of transport services in a strategic perspective will ensure a positive growth dynamics of the domestic gross product, which will have a positive impact not only on the economy of the industry, but will also have a positive impact on the development of the Russian Federation as a whole.

References:

- [1] Zhakov, V.V. Modern technologies of management of competitiveness of multimodal transport [text] / V.V. Zhakov // Modern problems of economic management of a transport complex of Russia: competitiveness, innovation and economic sovereignty of the international scientific-practical conference dedicated to the 85th anniversary of the Institute of Economics and Finance of MIIT. Moscow state University of railway engineering of Emperor Nicholas II, Institute of Economics and Finance (Moscow), 2015 - P. 102-105.
- [2] Levin, S.B. the Nature of technological terms 3PL and 4PL, and the principles of functioning of enterprises based on them [Text] / S.B.

**8th International Conference «Recent trend in
Science and Technology management» 2017**

Levin // Transport: science, technique, management. - 2015. - No. 7. -
P. 50-53.

- [3] Tereshina, N.P.; Reser, A.V. Competitiveness of integrated transport
and logistics systems [text] /
N.P. Tereshina, A.V. Reser // – M.: VINITI, 2015. – 268 P.