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# QUALIFICATION PAPER

(EXPLANATORY NOTES)

OF GRADUATE OF ACADEMIC DEGREE

«BACHELOR»

**THEME: «Competitiveness management of the freight forwarding company»**

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*I certify that in this qualification paper  
there are no borrowings from the works of other authors  
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Kyiv 2024

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
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# КВАЛІФІКАЦІЙНА РОБОТА

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Faculty of Transport, Management and Logistics  
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Academic Degree Bachelor

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Educational Professional Program « Logistics »

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«13» May 2024

## TASK

### FOR COMPLETION THE QUALIFICATION PAPER OF GRADUATE

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1. Theme of the qualification paper: «Competitiveness management of the freight forwarding company» was approved by the Rector Directive №624/ст. of April 24, 2024.
2. Term performance of the paper: from May 13, 2024 to June 16, 2024.
3. Date of submission paper to graduation department: June 03, 2024.
4. Initial data required for writing the paper: general and statistical information about the logistics market in Ukraine, information of SPETSCON TRANS, economic and financial indicators of SPETSCON TRANS, literature sources on competitiveness management, information logistics and internal communication processes, Internet sources.
5. Contents of the explanatory note: introduction, theoretical foundations of managing the competitiveness of freight forwarding companies; characteristics of the researched enterprise; analysis of the competitive environment in the market of freight forwarding services.
6. List of mandatory graphic materials: tables, diagrams, graphs, charts illustrating the current state of the problem and ways to solve it.

7. Calendar schedule:

№	Assignment	Deadline for completion	Mark on completion
1	2	3	4
1.	Study and analysis of scientific articles, literary sources, normative legal documents, preparation of the first version of the introduction and the theoretical chapter	13.05.24-16.05.24	Done
2.	Collection of statistical data, timing, detection of weaknesses, preparation of the first version of the analytical chapter	17.05.24-20.05.24	Done
3.	Development of project proposals and their organizational and economic substantiation, preparation of the first version of the project chapter and conclusions	21.05.24-26.05.24	Done
4.	Editing the first versions and preparing the final version of the qualification paper, checking by standards inspector	27.05.24-29.05.24	Done
5.	Approval for a work with supervisor, getting of the report of the supervisor, getting internal and external reviews, transcript of academic record	30.05.24-02.06.24	Done
6.	Submission paper to Logistics Department	03.06.24	Done

Graduate \_\_\_\_\_  
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Supervisor of the qualification paper \_\_\_\_\_  
(signature)

8. Consultants of difference chapters of paper:

Chapter	Consultant (position, surname and name)	Date, signature	
		The task was given	The task was accepted
Chapter 1	Senior Lecturer, Semeriahina M.M.	13.05.24	13.05.24
Chapter 2	Senior Lecturer, Semeriahina M.M.	17.05.24	17.05.24
Chapter 3	Senior Lecturer, Semeriahina M.M.	21.05.24	21.05.24

9. Given date of the task May 13, 2024.

Supervisor of the qualification paper: \_\_\_\_\_  
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Task accepted for completion: \_\_\_\_\_  
(signature of graduate) Viktoriia BUDIVSKA (name and surname)

## **ABSTRACT**

The total volume of the explanatory note to the qualification paper on the topic "Competitiveness management of the freight forwarding company" comprises 78 pages and includes 7 figures, 7 tables, and 55 references.

COMPETITIVENESS, MANAGEMENT, ENTERPRISE, MARKET, ANALYSIS, STRATEGY, INNOVATIONS, MARKETING, EFFICIENCY, STRATEGIC PLANNING.

This qualification paper examines the main approaches to managing freight forwarding company competitiveness. The theoretical chapter of the paper explored the concepts of competitiveness, the main factors influencing it, and methods for managing freight forwarding company competitiveness. Special attention was given to modern approaches and tools for strategic planning and marketing. The analytical chapter is devoted to analyzing the competitive environment and market conditions in which the freight forwarding company operates. SWOT analysis of the freight forwarding company was conducted. The market positions of the freight forwarding company were examined in comparison with its main competitors. The project chapter is dedicated to developing a strategy to enhance the competitiveness of the freight forwarding company, including the implementation of innovative technologies, optimization of business processes, development of marketing tools, and improvement of product quality. Specific measures and recommendations are proposed to achieve the set goals.

The materials of the qualification paper are recommended for applying in scientific research, educational processes, and the practical activities of freight forwarding management specialists.

## CONTENTS

INTRODUCTION.....	7
<b>CHAPTER 1. THEORETICAL PRINCIPLES OF COMPETITIVENESS MANAGEMENT OF FREIGHT FORWARDING COMPANIES .....</b>	
1.1. The essence and factors of the competitiveness of freight forwarding companies.....	9
1.2. Models and methods for assessing the competitiveness of freight forwarding companies .....	18
1.3. Strategies for managing the competitiveness of freight forwarding companies .....	21
Chapter 1 summary .....	24
<b>CHAPTER 2. ANALYSIS OF THE COMPETITIVENESS MANAGEMENT OF SPETSCON TRANS LLC .....</b>	
2.1. General characteristics of the SPETSCON TRANS.....	26
2.2. Analysis of the economic and financial state of SPETSCON TRANS LLC.....	31
2.3. Comprehensive analysis of the organization of business processes in the supply chain, transportation, identification of "bottlenecks" .....	40
Chapter 2 summary .....	48
<b>CHAPTER 3. DEVELOPMENT OF DIRECTIONS FOR IMPROVING COMPETITIVENESS MANAGEMENT OF SPETSCON TRANS LLC .....</b>	
3.1. The main directions of improving the competitiveness management of the SPETSCON TRANS LLC .....	50
3.2. Development of measures to improve the competitiveness management of SPETSCON TRANS LLC .....	55
3.3. Economic feasibility of implementing TSM and e-consignment note .....	62
Chapter 3 summary .....	68
CONCLUSIONS AND RECOMMENDATIONS .....	70
REFERENCES.....	73

## INTRODUCTION

In the modern conditions of economic globalization, instability and uncertainty in the field of transport support for foreign trade activities, the relevance of developing a conceptual approach to the formation of an organizational and economic mechanism for increasing competitiveness and ensuring the strategic stability of business entities in the freight forwarding business is increasing.

The lack of proper regulation of foreign trade by the state leads to the fact that Ukrainian foreign trade firms often transfer the right to provide freight forwarding services to foreign companies. This deprives domestic forwarders of the opportunity to provide freight forwarding services for exported and imported goods. One of the restraining factors in increasing the participation of Ukrainian carriers in the transport provision of foreign trade turnover is the lack of guarantees to foreign cargo owners regarding the terms, rhythm and safety of cargo delivery.

The backwardness of the national freight forwarding system is due to both external factors of the competitive environment, such as insufficient regulatory influence of the state on the formation of equal conditions of competition and the underdevelopment of transport infrastructure, and internal factors, in particular, the low professional level of management of operators of freight forwarding business.

The assessment of the current state of the management system at the level of business entities of the freight -forwarding business determined the relevance and objective necessity of ensuring the efficiency of the functioning of freight -forwarding companies in the conditions of a non-stationary economy.

The purpose of qualification paper is research and development of effective approaches to increase the company's competitiveness in the market of freight forwarding services.

Object of the research is the system of competitiveness management of the freight forwarding company SPETSCON TRANS LLC.

Subject of the research is the competitiveness management of the freight forwarding company.

In order to achieve the purpose of qualification paper, the following tasks were set and solved in the qualification paper:

- research of the theoretical principles of competitiveness management of freight forwarding companies;
- analysis of the position of freight forwarding company SPETSCON TRANS LLC in the freight forwarding market;
- development of directions for improving competitiveness management of SPETSCON TRANS LLC;
- calculation of the economic efficiency of ensuring the competitiveness and efficiency of the functioning of freight forwarding company SPETSCON TRANS LLC.

The theoretical significance of the study lies in the development of theoretical provisions and concepts regarding the management of the competitiveness of freight and forwarding companies. The results of the research complement the existing knowledge about the organizational and economic mechanism of competitiveness management and can be used for further scientific research in this area.

The practical significance of the research lies in the development of recommendations and project solutions to increase the competitiveness of SPETSCON TRANS LLC. The proposed methods and approaches can be implemented in the company's activities to improve its market position, improve the quality of services, optimize costs and ensure stable growth. The results of the study may also be useful for other freight forwarding companies that seek to increase their competitiveness in the face of globalization and economic instability.



# **CHAPTER 1.**

## **THEORETICAL PRINCIPLES OF COMPETITIVENESS MANAGEMENT OF FREIGHT FORWARDING COMPANIES**

### **1.1. The essence and factors of the competitiveness of freight forwarding companies**

Product competitiveness is a multifaceted and complex concept. This is a comparative category, since the assessment of competitiveness is carried out by comparing the qualities and characteristics of the products of companies that compete in the same industry.

Researchers of the first direction believe that the competitiveness of products consists of its cost and quality characteristics, which determine its success on the market and determine its advantage over competitors [8, p. 9]. L.V. Balabanova and V.V. Cold defines the competitiveness of products as a ratio of quality and cost that meets market requirements, maximally satisfies the needs of consumers and creates product advantages on the market [1].

Other researchers believe that the product's competitiveness lies in the fact that it is more attractive to consumers compared to similar products due to the fact that its quality and cost characteristics meet the needs of the market and consumer evaluations [8, p. 9]. Product competitiveness is determined by the extent to which it meets the technical, economic and environmental requirements of consumers at a certain point in time, according to O.I. Dragan [7, p. 35].

The level of satisfaction of needs compared to the best competitor, provided there is a quality certificate, is defined as the competitiveness of products [15, p. 302].

According to many researchers, "product competitiveness" is related to profitability.

V.I. Hryhn defines "product competitiveness" as the ability of products to meet the requirements of the competitive market and ensure full satisfaction of consumer needs, while ensuring a high level of income for the manufacturer [4, p. 89].

Despite the different formulations of this definition, one thing that is common is that the competitiveness of the product is revealed in the market at the time of its implementation. Thus, the consumer determines the competitiveness of products when he buys a product that meets his needs. A competitive product is a product that has a higher beneficial effect per unit cost than others, and at the same time, all its characteristics meet the needs of consumers. It can be argued that product competitiveness is a relative concept, as it depends on the market environment and is determined on the basis of competitive advantages [8, p. 14]. This can be done by analyzing existing scientific definitions of product competitiveness in economic literature. In order for the product to be competitive, it must have a number of relevant parameters, which are its quantitative characteristics and take into account the specifics of the field of competitiveness assessment [6, p. 181]. When evaluating the parameters of product competitiveness, it is necessary to take into account the group they represent, the market environment and the interaction between the seller and the buyer, since the value of the same parameter can satisfy the consumer and not satisfy the producer, and vice versa.

Among the parameters of product competitiveness, economic, technical and regulatory parameters are distinguished. (Fig. 1.1) [5, p. 67].

Technical parameters are divided into normative ones, which include safety, ecology and patent purity; ergonomic, aesthetic and purpose; and economic. Product quality, safety and environmental friendliness are determined by a set of regulatory and technical parameters [6, p. 181]. Technical parameters are used to determine the technical and physical characteristics of products during their use.

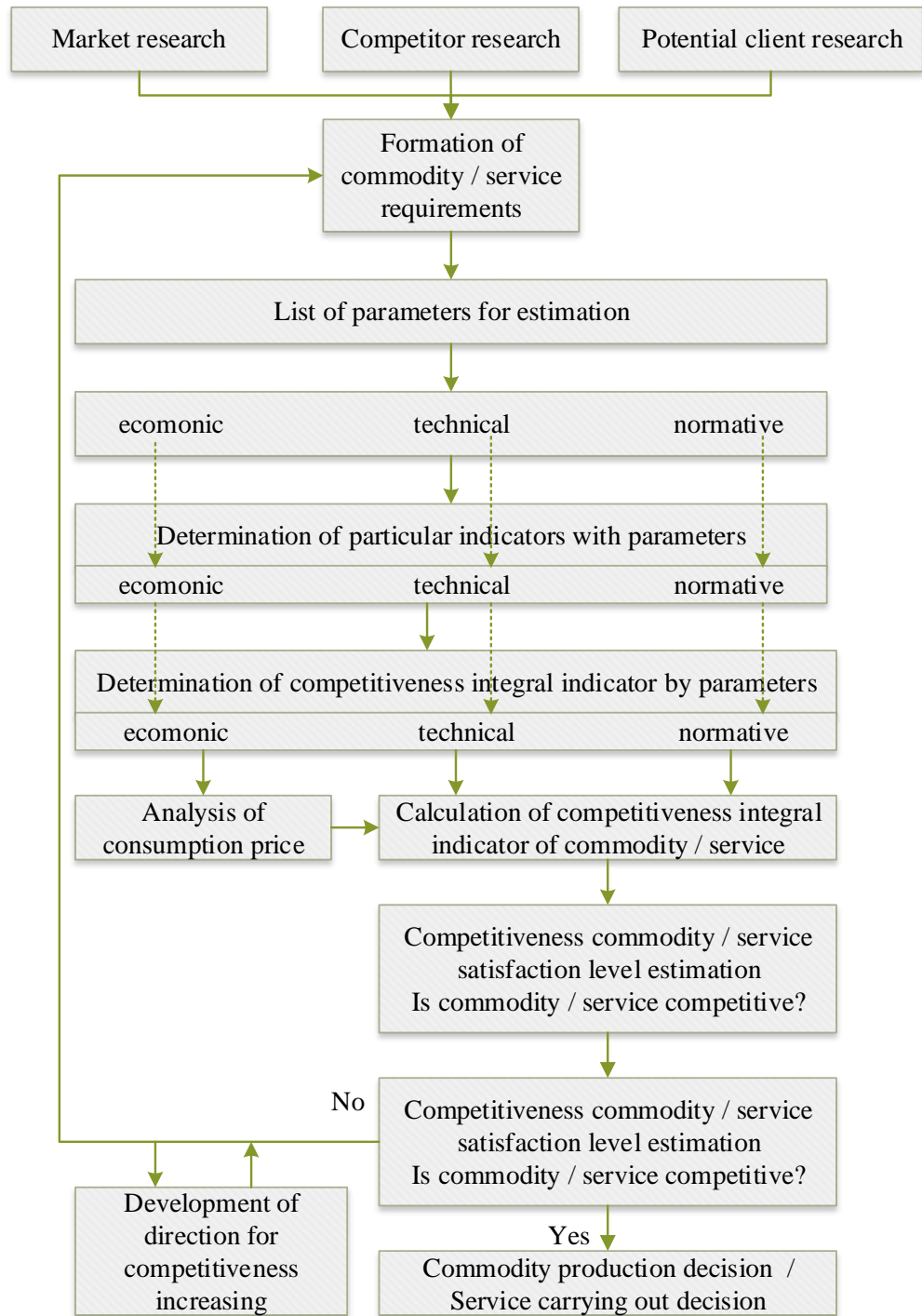


Figure 1.1 - Parameters of product/service competitiveness

The information expressiveness of the product can be determined by means of forms, composition, uniqueness and appearance. Ergonomic indicators show how well the product corresponds to the physiological properties of a person during consumption

or use. The destination parameters determine the scope of use of the product and its functions. They demonstrate the advantages of using products in certain conditions.

Designation parameters are divided into constructive, classification and technical efficiency. When choosing the scope of application, products are classified. Their value makes it possible to include the evaluated products, which are currently sold on the market, in the category of goods that have similar characteristics [2, p. 105]. Although they are not taken into account in further calculations, they serve as a basis for further analysis. Parameters of technical efficiency determine the extent to which the technical characteristics of products meet modern requirements and scientific and technical progress. Design and construction solutions contain design parameters, which include composition, parameters, size, mass, structure, etc.

Economic parameters include the cost of product production, purchase, after-sales service, warranty, and disposal. One-time costs include product cost, shipping costs, setup and trial run. Current costs include maintenance costs, electricity, fuel, raw materials and auxiliary materials.

Parameters of security, patent purity and environmental friendliness are normative. The parameters of safety and environmental friendliness depend on the current national and international standards, laws and regulations, technical regulations, standards of the manufacturers of this product and the results of product certification. The product cannot be presented on the market if at least one of them is not fulfilled. The patent purity score assesses the extent to which technical solutions that are not covered by patents are implemented in the country where the sale is planned. After the development and evaluation of measures aimed at ensuring patent purity, a further analysis of competitiveness can be carried out if the products have components or solutions that do not have patent purity [2, p. 103].

The competitiveness of products is the result of the company's actions and the conditions that ensure it. The production of competitive products is influenced by many

interrelated factors. These factors differ in their nature of action and influence each other.

Product competitiveness factors are grouped by category. Factors are divided into external and internal according to the environment of occurrence; by cost, they are divided into price and non-price; according to the nature of the action, they are divided into main and additional; and according to the duration of action, they are divided into permanent and variable. Areas of influence include marketing, economics, manufacturing, science and environment, etc.

Let's summarize in Fig. 1.2 factors affecting the competitiveness of freight forwarding companies.

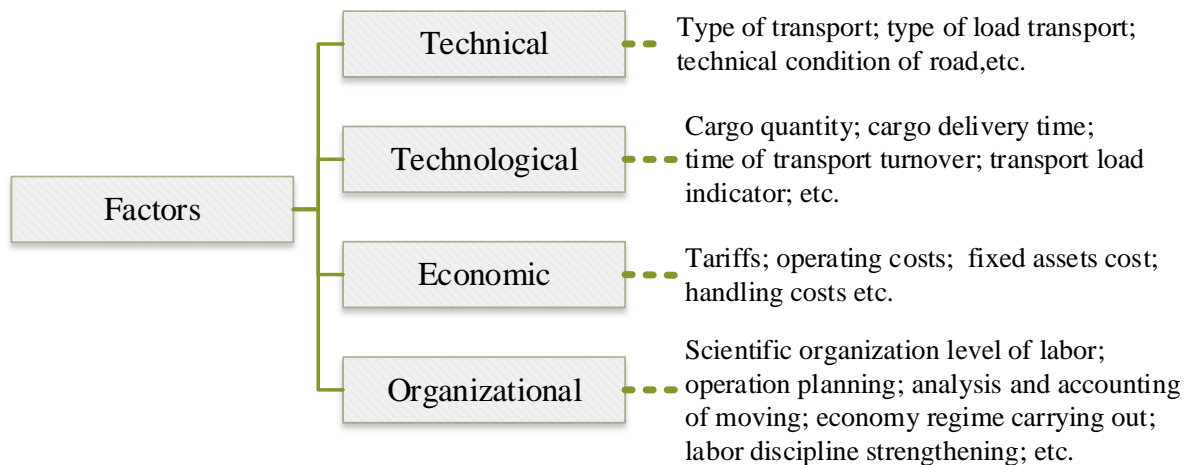


Figure 1.2 - Factors affecting the competitiveness of freight forwarding companies

Internal and external factors, including the field of production and sales of products, the state of the market and other factors, determine the competitiveness of products.

External factors include state regulation of the economy, customs and social policy, integration processes, the state of the financial system, the level of development of information technologies, the investment climate of the state and industry, the

structure and capacity of the market, as well as consumer requirements. The company's reputation, organizational and production activities, personnel qualifications, effective use of resources and the competitiveness management system are internal factors [5, p. 279].

Price and non-price factors affect the competitiveness of products. Product quality, costs of production, sale and consumption, selling price of the product and external information are price factors. Time and internal information are non-price factors that are already included in the company's costs.

Factors of the economic mechanism, including prices, financing, lending, stimulation of public demand for goods, export of goods, etc., play an important role. Management factors at the state level are the basis for increasing the competitiveness of products, as they determine the level of well-being of consumers and their needs, as well as the development strategy of the enterprise, the region and the country as a whole. The competitiveness of the product is determined by such factors as utility for the consumer (compliance of the product with the requirements of the consumer); price; novelty (uniqueness and originality of the product) and quality.

Product quality is a set of product characteristics and properties that determine its ability to satisfy the needs of market consumers in accordance with its purpose. This shows the comparison, because the quality of the same products can be high for some purposes and low for others. Its assessment is based on a number of parameters that characterize consumer characteristics, such as reliability, functionality, durability, appearance, ease of use, and others [8, p. 96]. One of the methods of competitive struggle is to improve quality; it is an effective mechanism for gaining and maintaining a competitive position on the market. Quality products stimulate investment, satisfy consumer needs, allow the company to enter the foreign market and create a positive image.

Product price is an important factor in competitiveness. The company's objectives, such as profit maximization, market penetration, etc., are taken into account when

setting the price. Therefore, the price is maintained at a high level to achieve maximum profit, and at a low level to conquer the market.

One of the factors of the company's competitiveness is the use of the latest technologies, in particular resource-saving, modern technologies, equipment, materials and high-quality raw materials.

During the creation and production of products that must meet the requirements of consumers, evaluating the competitiveness of products is an important stage of the company's activity. The evaluation of the competitiveness of products is used to solve such tasks as comprehensive market research and the choice of the direction of the enterprise's activity; implementation of measures to increase the competitiveness of products; assessment of new sales markets for goods; and price and quality control. It should be carried out at all stages of the product life cycle, that is, at the stages of development, production, sale and operation [2, p. 103]. At the same time, it is necessary to take into account certain indicators that depend on the object of research and are based on the parameters of competitiveness. The main indicators are the following: the state of the market for the sale of goods; the position of competitors regarding the production and sale of similar goods; the attitude of consumers to the company's goods and the goods of a competing company, as well as to the internal environment of the company; the level of satisfaction of consumer needs; features of the most competitive product that was chosen for comparison; and the most effective product.

"Competitiveness of products" is a concept that scientists consider in different ways. All the researchers' interpretations can be grouped according to the following criteria: product quality and characteristics, the presence of market advantages, the level of satisfaction of consumer demand, and the producer's profitability. In the modern world, forwarding has become an integral part of the transportation process, and the forwarder is a key figure in the organization of transportation.

A forwarder is a business entity that, on behalf of the client and at his expense, performs or organizes the performance of freight forwarding services specified in the contract of transport forwarding [10].

Freight forwarding service is a complex delivery system that includes the transportation of goods from the manufacturer to the consumer and the related loading and unloading operations, packaging, warehousing, storage, insurance, accounting, etc. [10].

Freight forwarding activity is a business activity of providing freight forwarding services for the organization and provision of transportation of export, import, transit or other goods [10].

Over the past 10-15 years, there have been changes in the share of forwarding capital in the transport business and forwarding services in the organization of cargo transportation. This is a consequence of the scientific and technical revolution in transport, in particular, the containerization of cargo and the transition to multimodal (mixed) transportation technologies, which became the basis of the popular "door-to-door" delivery scheme [4, p. 74]. Currently, freight forwarders organize two-thirds of cargo transportation in the world, performing all necessary operations to ensure transportation.

According to the data of the International Federation of Forwarding Associations (FIATA), 75-80% of shipments of general and containerized foreign trade cargo are processed not by shippers, but by forwarding and agency companies.

The requirements for the qualifications of a modern freight forwarder are constantly changing. Today, a specialist is required to be able to create an optimal logistics scheme for the delivery of goods from the manufacturer to the consumer using several types of transport and special forwarding documents.

The tendency towards specialization in business activity, in particular in the transport process, necessitates the existence of a single transportation organizer. The



freight forwarder professionally manages, controls and guarantees the quality and successful completion of the transportation, saving time and money of the cargo owner.

The choice of mode of transport and route should not bother cargo owners. The freight forwarder takes into account all the nuances, including the nature and parameters of the cargo, the rules, laws and customs of different countries. This is the area of competence of the freight forwarder. Forwarding companies usually work with their clients on the basis of the General contract of transport forwarding, which defines the general conditions of the organization of transportation, the rights, obligations and responsibilities of the parties. The customer transfers to the forwarder's account the amount of payment for all operations so that the forwarder pays for the full range of services on his behalf. Part of this amount is payment for the work of the forwarder [11, p. 13]. The size of the forwarding fee depends on many factors, which are dynamic in the transport organization market. However, any customer can receive comprehensive information about the organization of specific transportation from the forwarder.

The question most often is how to find a reliable freight forwarder and by what criteria to choose it. Modern transportation is increasingly carried out according to the "door-to-door" formula or as mixed transportation, in which all problems related to the delivery of cargo are taken over by one person - the forwarder. The freight forwarder issues a single transport document — a bill of lading for mixed transportation and takes the cargo under his responsibility for the entire duration of transportation.

Voluntary certification of the quality of freight forwarding services and the quality system of enterprises in accordance with ISO-9000 has been introduced in Ukraine since 2003.

## **1.2. Models and methods for assessing the competitiveness of freight forwarding companies**

Increasing the competitiveness of freight forwarding companies is an important task in today's conditions of increased competition and an unstable economic environment. Competitiveness determines the company's ability to successfully compete on the market, satisfy consumer needs and achieve strategic goals.

The following tasks must be performed during the evaluation of the company's competitiveness: determine the level of competitiveness during a certain period of time; consider how competitiveness may change over this time period; and identify "bottlenecks" where the company can improve competitiveness [6, p. 70] (Table 1.1). Based on the results of scientific research conducted on this issue, the methods of diagnosis and assessment of the competitiveness of companies can be classified.

One of the most common methods of assessing competitiveness is the method of analyzing hierarchies, which is characterized by a systematic procedure for presenting the details of the problem. This method involves dividing the problem into component elements and their further processing by comparison. The main stages include the definition of criteria, setting values of criteria by analogs, comparative evaluation of criteria by weight, and processing of comparison matrices. An important aspect of this method is the ability to display both financial and economic results of the company's activities, which makes it a universal tool for assessing competitiveness.

When it comes to quantitative methods of assessing competitiveness, they mostly use conventional values, such as indices and ratios, to determine the level of determinants in different aspects of competitiveness (fields of activity), as well as how these values are then combined into group and integral Indexes. With their help, you can assess the company's existing capabilities in the competition for strategic areas of management and make smart management decisions.

Table 1.1 - Methods of assessing the competitiveness of freight forwarding companies

A sign of classification	A group of methods	Methods
According to the evaluation method	Quantitative	Points method, differential method, difference method, integral method
	Quality	Heuristic methods, SWOT analysis, method of expert evaluations
By the form of presentation of results	Matrix	McKinsey matrix, BKG matrix, Ansoff matrix, Shell/DPM matrix, PIMS matrix
	Index (analytical)	The method of competitive advantages, product competitiveness, integral methods, the theory of effective competition
	Graphic	Method of profiles, polygon of competitiveness, radial diagram
According to indicators and variables that used during analysis	Methods characterizing market positions	BKG model, Shell/DPM model, PIMS method, Porter's model, McKinsey's method
	Methods characterizing the level of management	LOTS method, benchmarking, expert evaluation method, situational analysis, maps of strategic groups
	Methods characterizing financial and economic activity	Methods of forecasting the financial state, methods of financial and economic analysis
By the degree of coverage of aspects of the enterprise's functioning	Special	Product competitiveness, matrix methods
	Complex	Points method, index, integral methods
By decision-making level	Strategic	BKG model, Shell/DPM model, PIMS method, McKinsey method, etc
	Tactical	Integral methods, theory of effective competition, self-assessment, product competitiveness, analysis of competitive advantages

On the other hand, quantitative methods use weights developed by experts, so they are subjective. Quantitative methods of assessing competitiveness are based on the calculation of conditional values, such as indices and coefficients, characterizing various

aspects of the company's activity [14, p. 25]. These methods make it possible to assess the existing capabilities of the organization in the competition and make informed management decisions. However, they may contain subjective elements, as weighting factors determined by experts are often used.

Qualitative methods, such as heuristic methods, SWOT analysis, and the method of expert evaluations, have a lower level of mathematical formalization and often depend on expert evaluations. They allow flexible assessment of real facts, but have a certain level of subjectivity and convention.

Matrix methods, in particular the Boston Consulting Group (BCG) matrix, the Ansoff matrix, and the Shell/DPM matrix, use two-dimensional matrices for marketing evaluation of the company's activities. They make it possible to obtain a reliable assessment of competitiveness in the presence of relevant information about the volumes of sales of products. The main disadvantages of these methods include the limitation of the number of characteristics taken into account and the difficulty of estimating the growth rate of the market.

Index methods involve the calculation of single indices based on key indicators and their combination into an integral indicator. They can be both simple and complex depending on the amount of calculations. Graphical methods, such as the competitiveness polygon and the radial diagram, provide clarity and simplicity, but may not take into account the unequal importance of different factors.

Special methods, such as evaluation of product competitiveness and matrix methods, allow to evaluate certain aspects of the company's activities. Complex methods, including the method of points, index and integral methods, provide a comprehensive approach to assessing competitiveness, taking into account a wide range of parameters [2, p. 54].

Strategic methods, such as the BCG model, the Shell/DPM model, the PIMS method, determine the company's competitive position in the market. Tactical methods,

including integral methods and the theory of effective competition, are aimed at evaluating individual business plans of the company and making short-term decisions.

Assessing the competitiveness of freight forwarding company is a complex multifactorial task that requires the use of both quantitative and qualitative methods. Using a comprehensive approach allows you to take into account all important aspects of the company's activity, including internal and external factors, and provide an objective assessment of its competitive positions on the market.

### **1.3. Strategies for managing the competitiveness of freight forwarding companies**

The freight forwarding industry operates in a highly competitive environment where companies must constantly adapt and innovate to maintain and improve their market positions. Competitiveness management requires a strategic approach that encompasses various elements, including market analysis, customer service, operational efficiency, technology adoption and regulatory compliance. To successfully navigate the competitive environment, freight forwarders must develop and implement effective strategies that allow them to respond to market demands, optimize operations, and leverage technological advances. Competitiveness management is not a one-time task, but a continuous process of assessment, planning, implementation and review.

A fundamental aspect of competitiveness management is understanding market dynamics. This includes analyzing market trends, identifying key competitors, and understanding customer needs and preferences. Freight forwarding companies should conduct thorough market research to identify opportunities and threats [14, p. 41]. By knowing the competitive environment, companies can effectively position themselves,

target niche markets, offer differentiated services, and develop unique value propositions that attract customers.

Exceptional customer service is a key factor in the freight forwarding industry. Companies should strive to provide reliable, timely and flexible services to meet the diverse needs of their customers. This includes developing strong relationships with clients, understanding their specific requirements and offering personalized solutions. Effective communication, transparency in operations and promptness in solving customer requests and problems are critical components of excellent service. Prioritizing customer satisfaction allows companies to build loyalty and gain competitive advantage.

Operational efficiency is critical to maintaining competitiveness. This includes optimizing logistics processes, reducing costs and improving the quality of services. Companies should focus on improving their operations through process improvement initiatives, implementing lean management practices, and using economies of scale [18, p. 81]. Effective route planning, inventory management and just-in-time delivery are essential to achieving operational excellence. In addition, investing in employee training and development ensures that skilled and capable personnel are available to perform tasks effectively.

The introduction of advanced technologies is a significant factor in increasing competitiveness. Freight forwarding companies must use technologies such as automation, artificial intelligence, blockchain and the Internet of Things (IoT) to improve their operations. For example, automation can simplify repetitive tasks, artificial intelligence can optimize route planning and demand forecasting, blockchain can increase the transparency and security of transactions, and IoT can provide real-time tracking and monitoring of cargo [23, p. 93]. By staying at the forefront of technological advances, companies can offer innovative solutions and improve the overall quality of services.

The formation of strategic partnerships and alliances can significantly increase the company's competitiveness. Collaboration with other logistics providers, carriers and

technology companies can provide access to new markets, share resources and offer comprehensive service packages. Strategic alliances allow companies to expand their services, improve operational capabilities and strengthen market presence. By leveraging partners' strengths and expertise, freight forwarders can create synergies that lead to competitive advantages.

Compliance with regulatory requirements is necessary to maintain competitiveness. Freight forwarding companies must keep abreast of the latest regulatory requirements and ensure compliance of their operations with legal standards. This includes customs regulations, environmental laws and safety standards [14, p. 12]. Effective risk management practices are also critical to reducing potential disruptions. Companies should implement robust risk assessment and mitigation strategies, including contingency planning, insurance coverage, and crisis management protocols. Active risk management and compliance enable companies to avoid fines, reduce operational disruptions and maintain a positive reputation.

Initiatives for sustainable development and corporate social responsibility are gaining more and more importance in a competitive environment. Companies that demonstrate a commitment to environmental sustainability and social responsibility can improve their brand image and attract socially conscious customers. This includes implementing green logistics practices, reducing carbon emissions, and participating in community development projects [24, p. 3]. By integrating sustainability into their business strategies, freight forwarding companies can differentiate themselves from their competitors and create a positive brand image.

The competitive environment is dynamic and companies must be flexible and adaptable to change. Continuous improvement involves regularly reviewing and improving business processes, incorporating feedback and implementing best practices. Companies should foster a culture of innovation and encourage employees to contribute ideas for improvement. By remaining flexible and quickly responding to changes in the

market, technologies and customer needs, companies can ensure sustainable competitiveness [31, p. 19].

Thus, managing the competitiveness of freight forwarding companies requires a comprehensive and strategic approach that encompasses market analysis, excellent customer service, operational efficiency, technology implementation, strategic partnerships, regulatory compliance, sustainable development and continuous improvement.

### **Chapter 1 summary**

In the first chapter of the paper, the theoretical aspects of managing the competitiveness of freight forwarding companies were considered. The competitiveness of these companies is a key factor in their success in the market, as it is determined by the ability to offer higher quality services, reduce costs and respond effectively to changing market conditions.

Factors affecting competitiveness can be divided into internal and external. Internal factors include operational efficiency, service quality, cost management, innovation and technology implementation, and human resource management. They determine the company's ability to provide a high level of service and optimize internal processes.

External factors include market demand, regulatory environment, competition, economic conditions and technological development. They affect the company's ability to adapt to changes in the external environment and maintain its competitive position.

Competitiveness assessment methods are diverse and include both quantitative and qualitative approaches. Hierarchy analysis method, quantitative methods (indices and coefficients), qualitative methods (heuristic methods, SWOT analysis, expert



evaluation method), matrix methods (BCG matrix, Ansoff matrix, Shell/DPM matrix) and others allow comprehensive assessment of the company's competitiveness, taking into account various aspects of its activity.

In general, the management of the competitiveness of freight forwarding companies requires a systematic approach, which includes the analysis of both internal and external factors, the application of various evaluation methods and the implementation of effective strategies. This allows companies not only to maintain their positions on the market, but also to actively develop in a competitive environment.

## **CHAPTER 2.**

### **ANALYSIS OF THE COMPETITIVENESS MANAGEMENT OF SPETSCON TRANS LLC**

#### **2.1. General characteristics of the SPETSCON TRANS**

Freight forwarding services are regulated by regulatory documents: the Civil Code of Ukraine, statutes and codes of various types of transport, laws and other legal acts. For example, according to the Law of Ukraine "On Transport Forwarding Activities", three main groups of enterprises are distinguished in the TEP market:

- buyers, or customers, of transport services;
- consignors, consignees and consignors;
- carriers;
- motor transport companies, airlines, shipping companies, other companies engaged in the transportation, loading, unloading and storage of goods; –forwarders are intermediate, intermediary structures that provide freight forwarding services.

Transport service includes the transportation of passengers (provision of possible services during their movement from the place of departure to the destination) and transportation of goods (direct transportation and work necessary to move goods from the supplier to the consumer) [32, p. 89].

Freight forwarding service includes the following services:

- solving organizational issues related to the movement of goods (coordination of work at transport hubs);
- cargo marking;
- selection of means of transportation;
- cargo weighing;

– making calculations and drawing up relevant supporting documents;–cargo protection, etc. Business entities of various forms of ownership, both legal entities and natural persons-entrepreneurs, can engage in this type of activity, such as the provision of transport forwarding services. Business entities engaged in this type of activity are called forwarders.

Not only the forwarder, carrier and clients (customers), but also other persons performing work (providing services) during the transportation of goods can act as participants in the freight forwarding activity.

The global freight forwarding market is undergoing significant changes due to the impact of technological advancements, changes in trade flows and increased attention to sustainability. Large international companies are actively implementing automation, artificial intelligence and other innovative technologies to increase efficiency and reduce costs. In addition, the role of e-commerce is growing, which increases the volume of international transportation and creates new requirements for logistics solutions.

Modern freight forwarding companies operate in a highly competitive environment where cost, speed and reliability of services are key success factors. The COVID-19 pandemic and the full-scale Russian invasion of Ukraine have highlighted the importance of flexibility and resilience in supply chains, forcing companies to review their risk management strategies and invest in building back-up capabilities. Regulatory changes and trade restrictions also affect the global market of freight forwarding services [15, p. 69]. The signing of new trade agreements, changes in customs regulations and the introduction of environmental standards require companies to constantly monitor and adapt to new conditions.

The Ukrainian market of freight forwarding services is developing in response to growing international trade relations and internal economic changes. Ukraine has a strategic geographical position, which makes it an important transit corridor between Europe and Asia. This creates a significant potential for the development of freight forwarding services.

However, the Ukrainian market faces a number of challenges, including insufficient infrastructure development, a high level of bureaucracy and regulatory barriers. Despite this, the government and the private sector are actively working to improve transport infrastructure, attract investment and reduce administrative barriers for business. In particular, the implementation of projects for the development of ports, the modernization of railways and the construction of new highways contribute to the growth of transportation volumes.

Technological innovations are also finding their place on the Ukrainian market. More and more companies are implementing digital solutions to manage supply chains, track cargo and optimize logistics processes. This allows you to increase efficiency, reduce costs and improve the quality of customer service. Ukrainian freight forwarding companies face competition both on the domestic and international markets [10, p. 11]. To successfully compete, they must adapt to new customer requirements, implement modern technologies and increase operational efficiency. Integration into international logistics networks and partnerships with global market players also play an important role. The current state of the freight forwarding services market both in the world and in Ukraine is characterized by high competition, technological innovations, the growing role of sustainability and the need to adapt to regulatory changes. Companies that are able to quickly adapt to new conditions and invest in the development of their services have a great chance of success in this dynamic environment.

The company SPETSCON (SPETSCON) specializes in logistics services and transportation of special equipment. General information about the company as of May 8, 2024 is given in the Table 2.1.

The company exists since 2017. The company delivers goods to Ukraine and Europe. More than 3,500 vehicles of partners operate throughout Ukraine and Europe, which allows us to promptly fulfill every cargo order and special equipment order, which ensures the work of carrier partners every day. This transport and logistics

company allows customers to transport extremely large volumes of goods thanks to a wide range of services and a large number of partners.

Table 2.1 - General information about SPETSCON TRANS LLC

Full name of the legal entity	SPETSCON TRANS LIMITED LIABILITY COMPANY
Short name	SPETSCON TRANS LLC
Legal entity status	Not in the process of termination
EDRPOU code	44593114
Registration Date	10/20/2021 (2 years 6 months)
Authorized persons	VDOVIK VOLODYMYR OLEKSANDROVYCH
The size of the authorized capital	UAH 50,000.00
Legal form	Limited liability company
Activities	52.29 Other auxiliary activities in the field of transport
	41.10 Organization of building construction
	41.20 Construction of residential and non-residential buildings
	42.11 Construction of roads and highways
	42.21 Construction of pipelines
	42.22 Construction of power supply and telecommunications facilities
	42.99 Construction of other structures, n.e.c.
	43.11 Demolition

At the moment, the company carries out its freight forwarding activities using the following means of transport [18]:

1. Dump trucks, international transportation.

2. Dump trucks, transportation across Ukraine.
3. Awnings, international transportation.
4. Awnings, transportation across Ukraine.
5. Tanks.
6. Container carriers.
7. Beads
8. 3.5 tons.
9. Trawled
10. Special equipment.

SPETSCON TRANS LLC has several advantages compared to competitors, in particular: it provides transportation both in Ukraine and abroad; delivers a large number of machines to the objects in the planned periods; uses a unique approach to organization and logistics at facilities, which significantly saves time for customers (for example, you can hire one person instead of 40 people to solve force majeure situations); individual approach to document processing - due to working with one company, it is easier for the customer to manage document processing with a large number of machines (40 machines for 1 contract - this saves a lot of time); provides various types of machines - both dump trucks with hatches, and tank trucks, and awning cars; High reliability and responsibility for work (as evidenced by cooperation with top enterprises such as Kernel, MHP, Zahidny Bug); High-quality management of accounting and tax documents (cleanliness before the state).

Main types of service customers [20]:

1. Agricultural enterprises.
2. Agricultural holdings.
3. Farms.
4. Traders.
5. Other enterprises and cargo owners.

And also customers with the following types of activities:

1. Dump trucks, international transportation.
2. Dump trucks, transportation in Ukraine.
3. Tents, international transportation.
4. Tents, transportation in Ukraine.
5. Tanks.
6. Container ships.
7. Beads.
8. 3.5-ton trucks.
9. Trawls.
10. Special equipment.

The company has a focus on communication with:

- OPR (decision-makers) - Director, Commercial Director, Chief Logist, Logist;
- OVR (persons influencing decisions) - Director, Commercial Director, Chief

Logist, Logist, Accountant.

Channels of attracting customers:

1. B2B selling by building personal relationships.
2. Transport exchanges / Viber groups / Telegram groups / Farmer bases of farms.
3. Tender sites in agricultural enterprises, in the future, in the future, building personal relationships.
4. Sales through recommendations to neighboring companies.

## **2.2. Analysis of the economic and financial state of SPETSCON TRANS LLC**

In the financial state of the SPETSCON TRANS LLC, the general results of the enterprise's work on the management of financial resources are reflected in the form of value. In the Table 2.2 presents data on the main financial indicators of company.

Table 2.2 – Main financial indicators, thousand UAH

Indicator	2019	2020	2021	2022	2023
Sale revenue	503,800	557,700	605,300	484,400	615,900
Costs	158,300	165,900	181,400	145,200	186,900
Net profit	91,100	113,200	121,400	96,300	119,200

In the profit and loss report of SPETSCON TRANS LLC, significant sales revenue of UAH 615,9 mln is recorded, which indicates the successful commercial activity of the enterprise. This indicator demonstrates the company's ability to generate significant sales volumes in the market of freight forwarding services, which can be the result of an effective marketing strategy, high quality of services and satisfaction of customer needs.

The average margin turned out to be at a high level, as production costs and general costs amounted to UAH 250,000 and UAH 150,000, respectively. This resulted in a net profit of UAH 100,000, which indicates effective resource management and cost optimization.

Manufacturing costs were 250,000 and total costs were 150,000. This shows that the company is effectively controlling its operating costs, which allows it to retain a significant portion of its revenue as profit.

Net income of 100,000 is an important financial indicator that shows a company's ability to generate profit after all expenses. This indicates effective resource management and cost optimization [22, p. 66]. Net income is also an indicator of the company's financial stability and ability to invest in further development, modernization and innovation.

For a more detailed analysis of the company's financial performance, several key financial indicators can be calculated. First, the gross margin ratio, which is defined as



the ratio of gross profit to revenue. Gross profit is calculated as the difference between revenue and production costs according to the formula (2.1):

$$\text{Gross profit} = (\text{Revenue} - \text{Cost of production}). \quad (2.1)$$

$$\text{Gross profit} = 500\,000 - 250\,000 = 250\,000$$

$$\text{Gross margin ratio} = \left( \frac{250\,000}{500\,000} \right) * 100\% = 50\%$$

$$\text{Net profitability} = \left( \frac{100\,000}{500\,000} \right) * 100\% = 20\%$$

A net margin of 20% shows that the company is managing its finances efficiently, keeping a significant portion of its revenue as net profit after all expenses. This is an indicator of high financial stability and potential for further growth.

Thus, the financial indicators of SPETSCON TRANS LLC demonstrate its efficient commercial activity, high margins and ability to generate significant net profit. This allows the company to maintain a competitive position in the market of freight forwarding services.

Key factors contributing to profitability were effective management of logistics processes and optimization of transportation costs. At the same time, the company demonstrated high flexibility and the ability to quickly adapt to changing market conditions, which contributed to its competitiveness and stability in the cargo transportation market (Fig. 2.1) [13].

"SPETSCON TRANS" company experienced significant changes in the number of orders during 2020-2023. The dynamics of orders shows both growth and a sharp decline, which was caused by external factors, such as the COVID-19 pandemic and the full-scale invasion of Ukraine.

Table 2.3 – Number of orders of SPETSCON TRANS company for 2020-2023

Type of services	2020	2021	2022	2023
FTL transportation	1692	3087	3448	3940
LTL transportation	480	774	846	998
Special transportation work	5961	7956	3478	3095
Brokerage services	298	960	986	1022
Sum	8431	12777	8758	9055

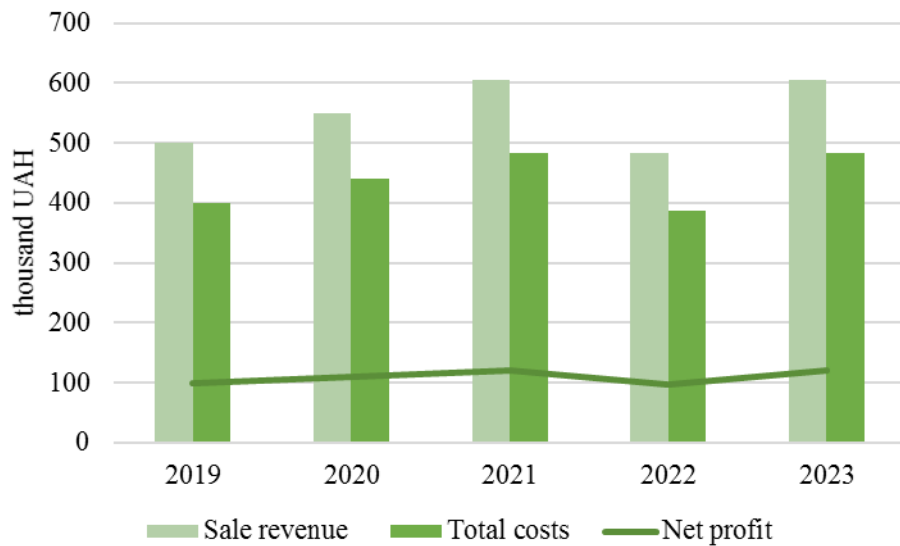


Figure 2.1 – Financial indicators trend of SPETSCON TRANS LLC for 2020-2023

The number of air transports increased from 2,604 in 2020 to 3,182 in 2021, indicating a recovery in demand after the first year of the COVID-19 pandemic. However, in 2022, the number of orders fell sharply to 1,282, a result of the outbreak of war and general economic instability. In 2023, air transportation completely stopped, which can be explained by the consequences of a full-scale invasion of Ukraine, which significantly affected the safety and stability of air routes.

FCL (full container) sea shipments increased significantly from 1,692 in 2020 to 3,087 in 2021, which may indicate an increase in international trade after the first wave

of the pandemic. However, in 2022 and 2023, the number of orders dropped sharply to 48 and 40 respectively. This can be explained by the restrictions and risks associated with geopolitical conflicts and the safety of shipping in the Black Sea.

Sea LCL (load container) also increased in 2021 to 774 orders compared to 480 in 2020. However, the number of orders fell to 146 in 2022, and fell further to 98 in 2023. This indicates a general decline in international shipping caused by military action and economic uncertainty.

The number of road transports increased from 5,961 in 2020 to 7,956 in 2021, reflecting increased domestic and international demand for these services. However, the number of orders fell to 3,478 in 2022 and to 3,095 in 2023. This decline may be a result of the destruction of transport infrastructure and restrictions on movement due to military operations.

Brokerage services showed steady growth from 11,298 in 2020 to 15,960 in 2021. However, in 2022, the number of orders dropped sharply to 636, and in 2023 - to 522 [41, p. 37]. This may be the result of a significant reduction in the volume of international trade and the complication of customs procedures due to geopolitical factors.

The total number of SPETSCON TRANS orders increased from 22,035 in 2020 to 30,959 in 2021, which indicates the recovery of economic activity after the first wave of the COVID-19 pandemic. However, in 2022 and 2023, the number of orders dropped sharply to 5,590 and 4,342, respectively. This decline can be attributed to the consequences of the full-scale invasion of Ukraine, which led to the destruction of infrastructure, restrictions on movement and general economic instability. Thus, external factors such as the pandemic and military operations have significantly affected the company's operations and the freight forwarding market as a whole.

In Fig. 2.2 presents the distribution of shares for all freight forwarding services, taking into account the cargo regime. The shares of import and export were distributed 85% to 12%, which is natural in connection with the growth of e-commerce and

popularization of orders of goods by residents of Ukraine from Chinese, American and European sites. The company is also starting to develop in the market of logistics services during transportation between third countries.

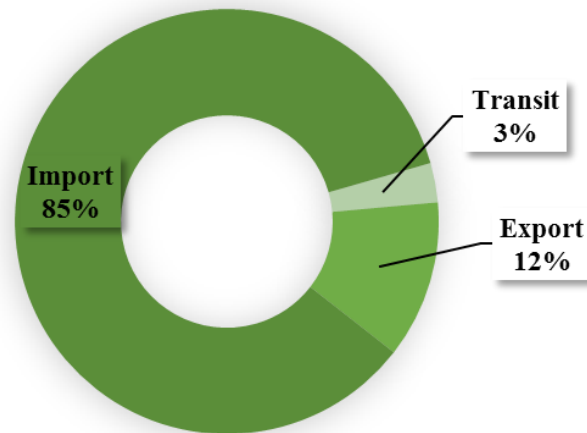


Figure 2.2 – Structure of services by mode of cargo clearance

Having analyzed the main financial and economic indicators of "SPETSCON TRANS" LLC, it can be concluded that the company successfully carries out its activities and is a profitable enterprise. At the moment, the economic situation of the enterprise is stable. The remaining free funds allow to expand the scope of services provided. However, their level and recruitment are insufficient. If we consider them from the point of view of product life cycles, then the final stage has come, namely the decline. Therefore, maintaining the achieved level will not allow the company to survive in the commercial struggle on the freight transportation market.

In order to improve the efficiency of SPETSCON TRANS LLC, there are possible directions for the implementation of internal and external factors of increasing the efficiency of enterprises and organizations, which are unequal in terms of the degree of influence, the degree of use and control. Therefore, for business practice, for managers and relevant specialists in the field of business or other activities, it is important to have

detailed knowledge of the field, forms of control and the use of the most significant internal and external factors of efficiency at different levels of management [38, p. 80]. This or that business entity can and should constantly monitor the process of using internal factors by developing and consistently implementing its own efficiency improvement program, as well as taking into account the influence of external factors. In this connection, there is a need to specify the directions of action and use of the main internal and external factors to increase the efficiency of business entities.

1. Technological innovations, especially modern forms of automation and information technologies, have the most significant impact on the level and dynamics of service efficiency. According to the principle of chain reaction, they cause significant (often radical) changes in the technical level and productivity of technological equipment, methods and forms of organization of labor processes, training and qualification of personnel, etc.

2. Equipment takes a leading place in the program of improving the efficiency of production, as well as other activities of business entities. The productivity of existing equipment depends not only on its technical level, but also on the correct organization of repair and maintenance, optimal service life, variability of work, loading over time, etc.

3. Materials and energy have a positive effect on the level of efficiency, if the problems of resource conservation, reduction of material consumption and energy consumption of services are solved, and the management of stockpiles of material resources and sources of supply is rationalized.

4. The main source and determining factor of increasing the efficiency of activity are employees - managers, specialists, and workers. The business qualities of employees, the increase in their work productivity are largely determined by an effective motivational mechanism at the enterprise, and the support of a favorable social microclimate in the workforce.

5. Unity of the workforce, rational delegation of responsibility, proper management standards characterize the high-quality organization of the enterprise,

which ensures the necessary specialization and coordination of management processes, and therefore a higher level of efficiency of any complex production and economic system. At the same time, in order to maintain high economic efficiency, the latter must be dynamic and flexible, periodically reformed in accordance with new challenges arising from changes in the market situation.

6. With the predominance of time-consuming processes more advanced methods of work become promising enough to ensure the growth of the enterprise's work efficiency. Continuous improvement of work methods involves systematic analysis of the state of workplaces and their certification, training, generalization and use of positive experience accumulated at other enterprises.

7. Management style, which combines professional competence, business acumen and high ethics of human relations, affects almost all spheres of the enterprise. It depends on the extent to which external factors will increase the efficiency of the enterprise. Therefore, the correct management style as an integral element of modern management is an effective factor in increasing the efficiency of any enterprise, each business structure.

8. Economic and social policy of the state significantly affects the efficiency of service provision. Its main elements are:

- practical activity of state institutions;
- various types of legislation (legislative activity);
- financial instruments (measures, incentives);
- economic norms and standards (regulation of income and wages, price control, licensing of certain activities);
- market, production and social infrastructure;
- macroeconomic structural changes;
- privatization programs of state enterprises;
- commercialization of organizational structures of the non-production sphere.

9. In order to constantly improve the efficiency of all economic entities, the state must create appropriate organizational prerequisites that will ensure the continuous functioning of special institutional mechanisms - organizations (research and training centers, institutes, associations) at the national, regional or branch levels. Their activities should be focused on:

- solving key problems of improving the efficiency of various production and economic systems and the economy as a whole;
- practical implementation of the strategy and tactics of the development of the national economy at all levels of management.

Today there are more than 150 international, national and regional productivity and management centers.

10. An important prerequisite for improving the efficiency of enterprises is a sufficient level of development of the network of various institutions of the market and economic infrastructure. Currently, all business structures use the services of innovation funds and commercial banks, exchanges and other market infrastructure institutions. Proper development of production infrastructure (communication, specialized information systems, transport, trade, etc.) directly affects the efficiency of enterprises. The presence of a wide network of social infrastructure institutions is crucial for the effective development of all structural elements of the economy.

11. Structural changes in society also affect performance indicators at different levels of management. The most important are structural changes of an economic and social nature. Main among them are the following areas:

- technological research and development, accompanied by revolutionary breakthroughs in many fields of knowledge;
- composition and technical level of fixed assets (fixed capital);
- the scale of production and activity (mainly during deconcentrating due to the creation of small and medium-sized enterprises and organizations);

- employment patterns in various manufacturing and non-manufacturing industries;

- personnel composition based on gender, education, qualifications, etc.

Only skilful use of the entire system of these factors can ensure sufficient growth rates of efficiency.

### **2.3. Comprehensive analysis of the organization of business processes in the supply chain, transportation, identification of "bottlenecks"**

A comprehensive analysis of the organization of business processes in the supply chain is an important stage for increasing the efficiency and competitiveness of the enterprise. The supply chain covers the entire path, starting from suppliers of raw materials and ending with the delivery of finished products to end consumers. The organization of business processes in this chain requires a systematic approach and improvement at each stage.

The first step in comprehensive analysis is a thorough study of current business processes in the supply chain. This includes evaluating the efficiency and productivity of each stage, identifying possible problem situations and determining factors that can lead to delays or problems in the production process [33, p. 47].

Next, it is necessary to conduct an analysis of the risks associated with each stage of the supply chain. This means identifying potential threats to continuity of supply, identifying possible bottlenecks and establishing strategies to minimize risks.

The final stage of the analysis is the development and implementation of strategies for optimizing business processes in the supply chain. This may include the introduction of new technologies, automation of certain processes, optimization of logistics schemes and improvement of inventory management systems.



In addition, an important aspect of comprehensive analysis is the assessment of interactions with suppliers and customers. Building effective relationships in the supply chain allows you to ensure the stability and reliability of the supply of raw materials and materials, as well as the satisfaction of consumer needs.

In conclusion, a comprehensive analysis of the organization of business processes in the supply chain is an important tool for increasing efficiency, reducing costs and improving the competitiveness of the enterprise in the modern conditions of the global market.

During the analysis of transportation in the supply chain, the identification of "bottlenecks" is a critical step to increase efficiency and reduce costs [29, p. 46]. Bottlenecks can be various elements of the transport process, such as transport delays, insufficient routing, under-optimized use of vehicles or inefficient inventory management.

One of the main aspects of transportation analysis is the estimation of the time required to move goods from the supplier to the final consumer [25, p. 11]. Identifying any delays or malfunctions in this process allows you to pinpoint bottlenecks and take action to eliminate them.

The second important aspect is the optimization of routes and the use of vehicles. This may include re-evaluating the efficiency of current routes, implementing new routing technologies or establishing criteria for optimal use of different modes of transport.

It is also important to identify any problems with the organization of the transport process that could lead to excessive costs or delays. This can be uncontrolled loading of vehicles, untimely preparation for departure or ineffective coordination between different stages of the transport chain.

In order to effectively identify and eliminate bottlenecks in the transport chain, it is necessary to implement a monitoring and analysis system that will allow prompt response to emerging problems and improvement of transportation processes.

In conclusion, effective detection and elimination of bottlenecks in the transport chain is an important element of the strategy for optimizing business processes in the supply chain [22, p. 10]. This will ensure smooth and continuous movement of goods, reduce costs and increase the competitiveness of the enterprise.

Also, we will conduct an analysis of the main business processes of the investigated enterprise SPETSCON TRANS LLC and its supply chain, through which material, financial, information and other flows pass. In order to optimize the logistics business processes of SPETSCON TRANS LLC, it is necessary to highlight its business processes (Fig. 2.3).

We will identify business processes by modelling them on a generalized map of business processes.

The following key aspects were highlighted during the study of the main and logistic business processes of SPETSCON TRANS LLC. Basic business processes include receiving tools and equipment for transportation, delivering equipment, issuing equipment to customers, and performing installation. Business management processes include planning the movement of material flows and coordinating the movement of material and information flows [41, p. 51]. Supporting business processes include the formation of an application for transport forwarding and reporting documentation.

In order to optimize the logistics business processes of SPETSCON TRANS LLC, it is necessary to analyze in detail the algorithm of processes in the supply chain. The input of the process is the suppliers of the integral flow of raw materials. Procurement of material and technical means and production supplies are carried out in accordance with the nomenclature and volumes established by the relevant plans. Schematically, the warehouse process of SPETSCON TRANS LLC is presented on Fig. 2.4.

The supply process is provided by auxiliary transport flow processes for the transportation of components and parts to the enterprise, which function and are coordinated by the logistics department. The following are operations on the organization of pre-production and intra-production storage of materials and the

introduction of prepared parts and material and technical means into the production processes of the enterprise.

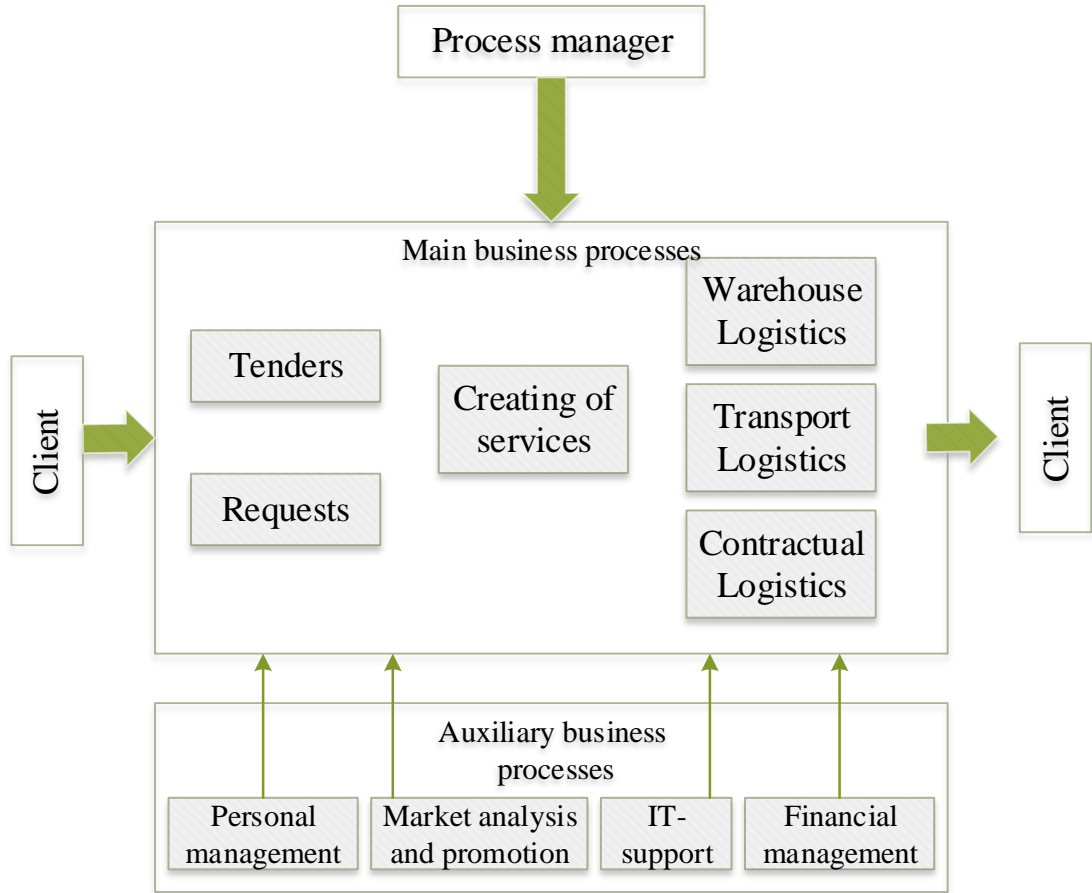


Figure 2.3 – Generalized map of the business processes of SPETSCON TRANS LLC

The organization of storage of finished equipment and insurance stocks make up the warehouse flow processes, which are coordinated and optimized by the production unit of the enterprise. The process of delivering finished equipment through sales channels, as well as removing it from the production flow process, is coordinated by the company's logistics department.

Direct delivery of orders to consumers is the output of an integrated flow process from the enterprise environment [36, p. 39]. Consumers are customers and customers of

equipment (supply to freezers, warehouses, storage points, etc.). SPETSCON TRANS LLC, like most companies, works according to the principle of outsourced production. In this case, supply plans are a rather conditional document, since the main part of material resources is acquired promptly, as orders are received.

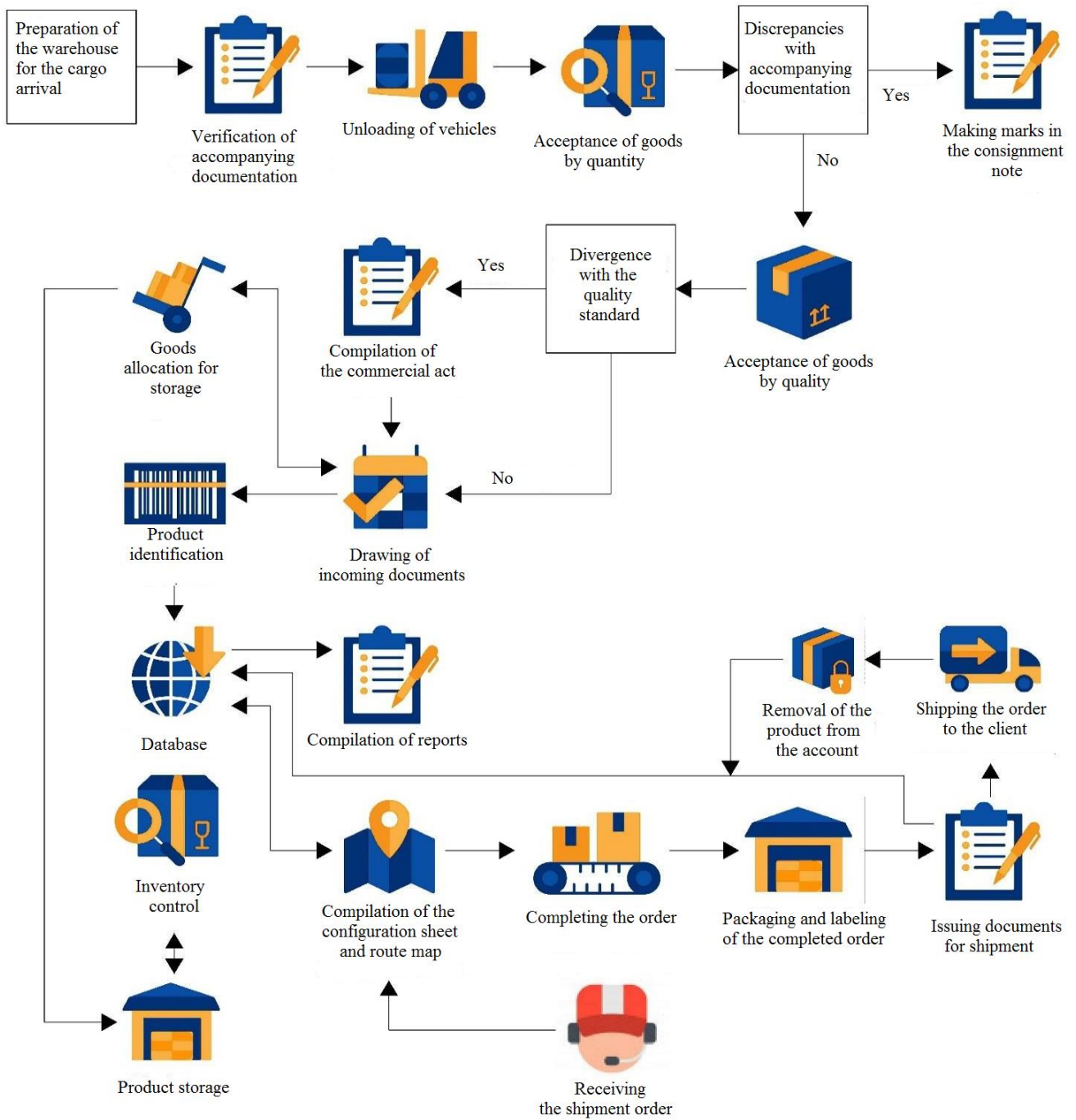


Figure 2.4 – Flowchart of warehouse operations

One of the main strengths of SPETSCON TRANS LLC is significant revenue from sales, which indicates stable sales volumes and high market activity. The company demonstrates a high margin, which is an indicator of effective cost management and optimization of production processes. A high level of net profit indicates the company's ability to effectively use its resources to obtain financial results [14, p. 59]. The experience and professionalism of the staff can also be important strengths that ensure quality customer service and reliable operation of the company.

Among the weaknesses, we can note the possible dependence on several large customers or suppliers, which can reduce the company's resistance to market fluctuations. Insufficient diversification of services or markets can also be a weakness, limiting a company's ability to adapt to changes in demand. Another weakness may be the insufficient level of investment in the latest technologies and innovations, which can reduce the competitiveness of the company in the long term. High operating costs and bureaucratic obstacles can also hold back a company's growth.

One of the main opportunities for SPETSCON TRANS LLC is the expansion of market presence both in the domestic and international markets. This can be achieved through establishing strategic partnerships, developing new routes and diversifying services. Another possibility is the implementation of innovative technologies, such as the automation of logistics processes, the use of artificial intelligence to optimize routes and the implementation of cargo tracking systems in real time [27, p. 18]. The growing demand for environmentally friendly logistics solutions also opens up new opportunities for the company if it can implement sustainable practices in its operations.

The main threats to "SPETSCON TRANS" LLC are increased competition from other freight forwarding companies, both on the national and international markets. Economic instability and changes in the regulatory environment may also adversely affect the company's operations. In particular, changes in customs regulations or the introduction of new environmental standards may lead to increased costs and the need to adapt to new conditions. Another threat is possible disruptions in supply chains due to

geopolitical conflicts or natural disasters, which could affect the company's ability to provide uninterrupted services.

In the Table 2.4 presents the results of the SWOT analysis of SPETSCON TRANS LLC.

Table 2.4 – SWOT analysis of SPETSCON TRANS LLC

Strengths	Weaknesses
Significant revenue from sales	Dependence on several large clients is possible
High margin	Insufficient diversification of services and markets
High level of net profit	Insufficient level of investment in the latest technologies and innovations
Experience and professionalism of the staff	High operating costs
Effective cost management	Bureaucratic obstacles
Opportunities	Threats
Expansion of market presence in the domestic and international markets	Increasing competition from other companies
Establishment of strategic partnerships	Economic instability
Implementation of innovative technologies	Changes in the regulatory environment
Growing demand for environmentally friendly logistics solutions	Disruptions in supply chains due to geopolitical conflicts or natural disasters

Thus, the analysis of strengths and weaknesses, opportunities and threats for SPETSCON TRANS LLC allows you to get a comprehensive understanding of the company's current situation on the market and develop strategic steps to improve its competitiveness. This includes leveraging your strengths and opportunities to maximize

your benefits, and developing plans to minimize the impact of your weaknesses and threats.

The following key aspects were highlighted during the study of the main and logistic business processes of SPETSCON TRANS LLC. The main business processes include receiving goods for transportation, delivering goods, issuing goods to customers and providing accompanying services. Business management processes include planning the movement of material flows and coordinating the movement of material and information flows [27, p. 44]. Supporting business processes include the formation of an application for transport forwarding and reporting documentation.

In order to optimize the logistics business processes of SPETSCON TRANS LLC, it is necessary to analyze in detail the algorithm of processes in the supply chain. The input of the process is the cargo suppliers. Purchases and supplies are carried out in accordance with the volumes established by the relevant plans of the company.

The supply process is provided by auxiliary transport flow processes for the transportation of goods to the enterprise, which are operated and coordinated by the logistics department. The following are operations for the organization of cargo storage and their introduction into the company's logistics processes.

The organization of storage of goods ready for shipment and insurance stocks make up the warehouse flow processes, which are coordinated and optimized by the company's logistics department. The process of delivering goods through sales channels, as their removal from the logistics flow process, is coordinated by the company's logistics department [38, p. 51].

Direct delivery of orders to consumers is the output of an integrated flow process from the company's environment. Consumers are clients and customers of cargo transportation and forwarding services.

SPETSCON TRANS LLC, like most transport and logistics companies, works on the principle of out-of-order service. In this case, the delivery plans are a rather

conditional document, since the main part of the logistics resources is obtained promptly, as orders are received.

## **Chapter 2 summary**

In chapter 2, a detailed analysis of the activities of SPETSCON TRANS LLC was carried out, which made it possible to identify key aspects of its work and assess the effectiveness of the main business processes.

The analysis of the main business processes of the company showed that SPETSCON TRANS LLC carries out the reception of goods for transportation, delivery of goods, delivery of goods to customers and provides accompanying services. These processes form the basis of its operational activities and ensure a high level of customer service. Business management processes in the company include planning the movement of material flows and coordinating the movement of material and information flows. This allows you to optimize the use of resources and ensure timely fulfillment of orders.

Supporting business processes include the formation of applications for transport forwarding and reporting documentation. They provide support for basic and management processes, contributing to the coordinated work of all company divisions.

It was found that the company's supply chain includes several key stages: procurement and delivery of goods, transportation of goods to the enterprise, organization of storage of goods, delivery of finished goods through sales channels and direct delivery of orders to consumers. Each of these stages is carefully coordinated by the relevant divisions of the company, which ensures the efficiency of logistics operations. SPETSCON TRANS LLC works on the principle of out-of-order service, which allows the company to quickly respond to customer needs and ensure a high level



of flexibility in the execution of orders. This approach contributes to maintaining competitiveness in the market of transport and logistics services.

Summarizing the results of the analysis, we can conclude that SPETSCON TRANS LLC has well-established business processes and an effective management system, which allows the company to provide a high level of customer service and maintain stable development in a competitive market.

**CHAPTER 3.**  
**DEVELOPMENT OF DIRECTIONS FOR IMPROVING COMPETITIVENESS**  
**MANAGEMENT OF SPETSCON TRANS LLC**

**3.1. The main directions of improving the competitiveness management of the SPETSCON TRANS LLC**

In the era of globalization and systemic crisis, competitiveness is the only criterion for efficiency and demand for products.

An important aspect of the market environment is the competitiveness of the enterprise, which describes the ability of the enterprise to adapt to difficult market conditions and remain in a leading position for a long period of time.

Businesses are constantly looking for strategic tools to increase competitiveness due to complex market relations. Due to the fact that the competitive position of the enterprise determines their profitable activity, the search for strategic directions for increasing competitiveness is one of such tools.

The main goal of competitiveness management for SPETSCON TRANS LLC is to ensure stable growth and strengthen the company's market position by increasing the efficiency of operations, optimizing costs, introducing innovations and developing new markets and services. This will allow the company to maintain and expand its customer base, improve financial results and ensure long-term sustainability in a competitive environment. One of the most important goals is to improve the quality of services provided by the company. This includes implementing high standards of service quality that exceed customer expectations. Reducing the number of complaints and increasing the level of customer satisfaction are key indicators of success in this direction [30, p.

33]. To achieve this goal, it is necessary to constantly monitor feedback from customers and promptly respond to their requests and comments.

The competitive strategy of SPETSCON TRANS LLC is aimed at ensuring stable growth and strengthening market positions by focusing on customers, introducing innovations, developing personnel, expanding market presence and ensuring financial stability. Implementation of these strategic initiatives will allow the company to successfully compete in the market of freight forwarding services and ensure long-term sustainability in a competitive environment.

The competitive strategy of SPETSCON TRANS LLC is aimed at ensuring stable growth, strengthening market positions, increasing operational efficiency and cost optimization. The main elements of the strategy are customer orientation, the introduction of innovations, personnel development, expanding market presence and ensuring financial stability [35, p. 58]. This strategy will allow the company to successfully compete in the market of freight forwarding services and ensure long-term stability in a competitive environment.

Generalized directions for improving the competitiveness management of SPETSCON TRANS LLC are presented in Fig. 3.1.

Individualization of services. The company must provide a personalized service for each customer, offering individual solutions that meet their specific needs. This includes flexible tariffs, special conditions for regular customers and tailored logistics solutions. Focusing on the needs and expectations of customers will allow the company to provide high-quality services and maintain high customer loyalty. Personalized service and individual solutions for each client are important elements.

Improving the quality of service. Implementation of high standards of service quality, regular training of personnel and conducting trainings for the purpose of professional development. Constant monitoring of customer feedback and prompt response to their requests and comments.

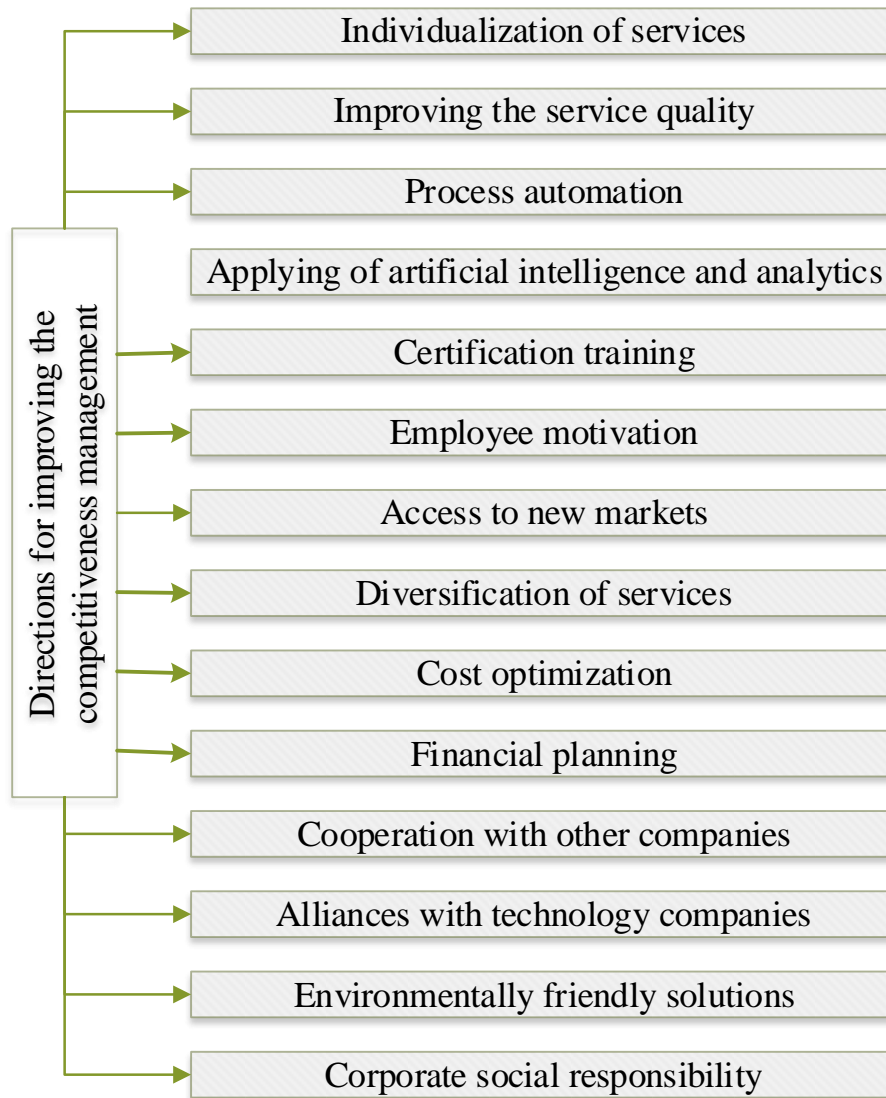


Figure 3.1 – Directions for improving the competitiveness management of SPETSCON TRANS LLC

Process automation. Investing in modern technologies to automate logistics processes, which will reduce costs and increase efficiency. Implementation of transport management systems (TMS), which will help optimize routes and improve cargo management. The applying of process automation will help to reduce costs, improve the quality of services and increase the efficiency of the company's activities.

Applying of artificial intelligence and analytics. Applying artificial intelligence to predict demand, optimize routes and analyze large volumes of data to make informed

decisions. Applying analytical platforms to monitor and analyze the company's performance.

**Certification training.** Improving the qualifications and competencies of employees through education and training will allow the company to have highly qualified personnel capable of performing tasks at the highest level [35, p. 58]. Regular education and training for staff in order to improve their qualifications and familiarize them with new technologies and work methods. Providing opportunities for professional growth and career development of employees.

**Employee motivation.** Creating a favorable labor environment and effectively motivating employees will also contribute to increased productivity and employee satisfaction. Development of an effective motivation system, which includes financial and non-financial incentives. Creating a favorable working environment and maintaining a positive social microclimate in the team.

**Access to new markets.** Analysis of potential new markets and development of strategies for entering them. Expanding market presence both domestically and internationally is an important strategic goal. This includes entering new geographic markets and attracting new customers. This may include establishing partnerships with local companies, adapting services to local conditions and active marketing activities.

**Diversification of services.** Expanding the range of services provided will also allow the company to meet various customer needs and increase its market share [29, p. 20]. This may include new modes of transportation, additional logistics services and innovative solutions for supply chain management.

**Cost optimization** is another critical goal that will enable the company to increase its competitiveness. Reduction of operating costs without compromising the quality of services can be achieved through the use of modern technologies and automation of processes. Implementation of effective methods of resource management and reduction of unnecessary expenses will preserve financial stability and increase profitability. Constant analysis of costs and implementation of measures to optimize them. The use of

modern technologies to reduce operating costs and increase the efficiency of the company's activities.

Financial planning. Ensuring a stable financial condition is one of the main goals of the company. This includes increasing revenues and net profit, as well as optimizing the management of financial resources. Effective management of cash flows and reduction of financial risks will allow the company to maintain stability and have resources for further development. Development of a detailed financial plan, including forecasting of income and expenses, management of cash flows and investment activities. Ensuring a stable financial condition of the company and reducing financial risks.

Cooperation with other companies. Establishing strategic partnerships with other logistics and transport companies to expand the company's capabilities and increase competitiveness. Shared use of resources and technologies to optimize processes.

Alliances with technology companies. Cooperation with technological companies to implement innovative solutions in logistics and transport. Use of advanced technologies to increase efficiency and quality of services. Establishing strategic partnerships with other logistics and transport companies to expand the company's capabilities and increase competitiveness. Shared use of resources and technologies to optimize processes. Cooperation with technological companies to implement innovative solutions in logistics and transport. Use of advanced technologies to increase efficiency and quality of services.

Environmentally friendly solutions. Implementation of environmentally friendly and sustainable solutions in logistics processes. Reducing emissions and using alternative energy sources.

Corporate social responsibility. Active participation in social initiatives and support of local communities. Development and implementation of corporate social responsibility programs to improve the company's reputation.

SPETSCON TRANS LLC should provide personalized service for each client, offering individual solutions that meet their specific needs. This includes flexible tariffs, special conditions for regular customers and tailored logistics solutions.

Implementation of high standards of service quality, regular training of personnel and conducting trainings for the purpose of professional development. Constant monitoring of customer feedback and prompt response to their requests and comments.

The competitive strategy of SPETSCON TRANS LLC is aimed at ensuring stable growth and strengthening market positions by focusing on customers, introducing innovations, developing personnel, expanding market presence and ensuring financial stability. Implementation of these strategic initiatives will allow the company to successfully compete in the market of freight forwarding services and ensure long-term sustainability in a competitive environment.

### **3.2. Development of measures to improve the competitiveness management of SPETSCON TRANS LLC**

A transportation management system is software that facilitates the planning, execution and optimization of physical movements of goods while ensuring compliance and documentation. It allows logistics companies to automate and effectively manage transportation processes, from route planning to real-time cargo monitoring. A TMS helps reduce costs, increase supply chain transparency, and improve customer service through integration with other logistics management systems and provides analytical tools for strategic decision-making.

The consignment note is a single document that applies to all persons involved in the transport process, with the exception of persons who transport goods at their own expense and for their own needs. The document is intended for accounting of material

values during their movement, calculations for the transportation of goods and accounting for the work performed. This can be used for posting, warehousing, operational and accounting, as well as for the write-off of TMS. The consignment note can be made both electronically and on paper, with mandatory details in accordance with the legislation and rules for the transportation of goods by road transport.

Switching to the electronic form of consignment note allows to:

- improve the quality and transparency of the transportation process;
- significantly simplify and speed up the interaction between the consignor, the carrier and the consignee;
- eliminate corruption abuses;
- improve business conditions;
- contribute to the development of the transportation industry, and all transactions become available to participants in real time.

The preparatory stage of the implementation of the e-consignment note system for SPETSCON TRANS LLC begins with the analysis of current processes, which includes conducting an internal audit of the document flow. This stage will last 2 weeks and will cost UAH 50,000 with the involvement of external consultants. The next step is the selection of the e-consignment note system, which involves holding a tender among software suppliers. It will take one month and 10,000 UAH to organize the tender. Infrastructure preparation includes updating IT equipment, such as servers and network equipment, which will take one month and cost UAH 200,000. The final stage of preparation is personnel training, which includes the development of educational materials and conducting trainings. It will last one month and will require UAH 30,000 for external trainers and materials.

The system implementation stage begins with the integration of e-consignment note and TMS with the existing warehouse management system. This process will last two months and will cost UAH 100,000, including the services of IT specialists. After the integration is completed, pilot testing of the system begins. For this purpose, a



limited number of routes are selected and drivers and dispatchers are involved in testing. Test flights are performed applying e-consignment note, data on system operation in real conditions are collected. The received data is analyzed to identify problems, after which corrections are made to the system settings. Feedback from pilot testing participants is collected, user satisfaction and system efficiency are evaluated.

After the successful pilot testing of the implementation of the TMS system.

The advantages of this system are as follows:

It is not surprising that more and more companies are beginning to pay attention to the automation of logistics. Thus, companies can gain significant benefits from innovative technologies such as Transportation Management Systems.

#### 1. Reduction of logistics costs.

As a result of efficient management of transportation resources, as well as reductions in fuel costs, fleet maintenance, insurance and other operational costs, automation of the transportation system can help reduce logistics costs. In addition, using eighty indicators that can be adapted to the needs of the company, it allows you to accurately distribute cargo operations between routes and vehicles, which reduces delivery times and improves the efficiency of logistics processes.

#### 2. Improving the accuracy and quality of deliveries.

TMS allows you to create accurate and detailed delivery plans, taking into account the characteristics of each cargo, transport resources and route. This guarantees the accuracy and quality of deliveries, which increases consumer satisfaction and the risk of product loss or delivery errors.

#### 3. Increasing the level of customer service.

TMS allows customers to receive goods quickly and efficiently. Supply Chain Dive reports that automated logistics management systems can process and ship more than 40% of orders in less than two hours. The transport management system allows you to monitor the movement of goods in real time, prevent delays and notify customers about changes in delivery. This makes customers more satisfied and loyal.

#### 4. Productivity improvement.

The system increases the productivity of workers by reducing the number of manual actions. Logistics process management allows drivers and workers to work more efficiently, which reduces organization time and controls logistics processes. This gives more time to work with clients and other important matters. For example, route calculation can last from two to thirty minutes, depending on the number of delivery points, which significantly saves the time of the logistician and allows him to use his time more efficiently.

#### 5. Analytics and control.

The ability to analyze and control the company's logistics operations in real time is one of the biggest advantages of using a TMS. Companies can monitor inventory levels, track shipments, and optimize their routes and schedules with TMS solutions that provide a complete understanding of the supply chain. With this level of control, companies can proactively manage their logistics operations, rather than simply reacting to problems as they arise. Graphical dashboards allow you to receive analytical data and visualize them in a convenient format.

The implementation of the transport management system for the automation of logistics at SPETSCON TRANS LLC includes several key stages. At the preparatory stage, an analysis of current logistics processes is carried out, which allows identifying weak points and opportunities for optimization. For this purpose, an internal audit of document flow and logistics processes is carried out, which will last two weeks and will cost UAH 1,000 with the involvement of external consultants. A tender is then held among software vendors to select the most appropriate TMS system. This process will take four months and will require UAH 2,000 to organize the tender.

After choosing a system, it is necessary to prepare the infrastructure, including updating IT equipment (servers, network equipment). It will take one month and funds in the amount of UAH 50,000. At the same time, educational materials are being

developed and staff training is being held, which will last one month and will cost UAH 5,000 for external trainers and materials.

The system implementation stage begins with the integration of TMS with existing warehouse management systems. This process will last two months and will cost UAH 20,000, including the services of IT specialists. Next, pilot testing of the system is conducted on a limited number of routes, which will last one month and will cost UAH 15,000 for technical support. After successful testing, a complete transition to the use of TMS is carried out, which will take one month and require UAH 15,000 for support and consultations.

Control and optimization include continuous monitoring of system performance to assess its effectiveness, gathering feedback from employees and customers, as well as regular system updates and staff training. Permanent monitoring of the system will be carried out for 5,000 UAH per month to support the system. Receiving feedback from employees and customers will be carried out continuously for 5,000 UAH per month for feedback processing. Regular system updates and staff training will take place every six months for UAH 29,000 per half year. In Table 3.1 an estimate for TMS implementation is given.

Table 3.1 – Estimates for the implementation of the TMS system

Stage	Cost, UAH
Preparatory stage	5,000
Implementation of the system	90,000
Control and optimization (per year)	54,000
Total cost for the first year	139,000

The implementation of the TMS system at SPETSCON TRANS LLC will significantly increase the efficiency of the company's work, reduce the number of errors in document processing by 70%, reduce the time of consignment note processing by

50%, and increase customer satisfaction by 30%. This is an investment that will strengthen the competitiveness of SPETSCON TRANS LLC.

Another important step on the way is the full transition to the use of electronic invoices. All settings and adjustments based on test results are being finalized, user manuals and materials are being updated. The e-consignment note system is officially launched for all routes, and constant support and consultations are provided for users. System operation is constantly monitored, problems are immediately responded to and technical support is provided to users.

Control and optimization include constant monitoring of system operation, which ensures the efficiency of its operation. This will be done continuously and will cost UAH 5,000 per month to maintain the system.

Expected results from the implementation according to the calculations after the implementation of the system:

1. Reduction of consignment note processing time by 50%:

- Current processing time of one consignment note: 1 hour.
- Processing time after the introduction of e-consignment note: 30 minutes.

Time reduction percentage:

$$\frac{60 \text{ min} - 30 \text{ min}}{60 \text{ min}} * 100\% = 50\%$$

To determine the percentage reduction of consignment note processing time, current indicators (60 minutes) were taken and compared with those expected after the implementation of the e-consignment note system (30 minutes). The difference between these values was calculated as a percentage of the initial time.

2. Reduction of errors in document processing by 70%:

- Current number of errors: 100 errors/month.
- The number of errors after the introduction of e-consignment note: 30 errors/month.

$$\frac{100 \text{ error} - 30 \text{ error}}{100 \text{ error}} * 100\% = 70\%$$

Similarly, current rates (100 errors/month) and expected post-implementation rates (30 errors/month) were used to reduce the number of errors. The percent reduction was calculated as the ratio of the difference between the current and expected values to the initial number of errors.

3. 30% increase in customer satisfaction:

- Current level of customer satisfaction: 70%.
- Expected level of satisfaction after the implementation of e-consignment note: 91%.

$$\frac{91\% - 70\%}{70\%} * 100\% = 30\%$$

The level of customer satisfaction was determined using surveys and analysis of service indicators. The current level (70%) was compared to the expected post-implementation level (91%), and the percentage improvement was calculated as the ratio of the difference between the expected and current levels to the initial level of satisfaction. In Table 3.2 the estimate for the provision of this service is provided.

Table 3.2 – Estimates of e-consignment note implementation

Stage	Cost, UAH
Preparatory stage	5,000
Implementation of the system	20,000
Control and optimization (per year)	15,000
Total cost for the first year	40,000

The implementation of the e-consignment note system will significantly increase the efficiency of the company's work, reduce the number of errors during document processing by 70%, reduce the time of consignment note processing by 50% and

increase customer satisfaction by 30%. This is an investment that will strengthen the competitiveness of SPETSCON TRANS LLC in the market of transport and logistics services.

The company's strategy, the availability of material, labor, and financial resources, innovation potential, market share, management efficiency, and the production of competitive products and services are the main factors of the company's competitiveness. In addition, the company's competitiveness depends on the presence of certain competitive advantages. There are two types of competitive advantage: cost advantage, which allows a company to develop, produce, and sell goods and services at a lower price than competitors, and marketing advantage, which provides greater value to customers in the form of a new product, special consumer features, or after-sales service, which allows setting higher prices.

The need to constantly maintain the proper financial condition of both enterprises and the industry is connected with the objective tasks of maintaining the stability of functioning and achieving the main goals of each business. Ways to solve existing problems include the maximum realization of export potential, increasing the level of competitiveness of domestic products by reducing their cost price, introducing new technologies, increasing the investment attractiveness of enterprises and state support of the industry.

### **3.3. Economic feasibility of implementing TSM and e-consignment note**

The implementation of the transport management system in the activities of SPETSCON TRANS LLC seems to be economically feasible based on the input data. The initial investment in the amount of UAH 139,000 is aimed at implementing a system that aims to reduce the processing time of transport invoices and reduce the

number of errors during document processing. It is expected that annual cash flows will amount to UAH 36,000, which significantly exceeds the operational costs of maintaining and optimizing the system. A discount rate of 20% and an analysis period of 5 years allow us to estimate the economic benefit from the implementation of TMS. Thus, preliminary estimates indicate the possibility of significant improvement of the company's work efficiency and financial stability due to the implementation of the transport management system.

Calculation of NPV (Net Present Value) by formula (3.1):

$$NVP = \sum_{t=1}^n \frac{CF_t}{(1+r)^t} - C_0, \quad (3.1)$$

where CF is Net Cash Flow;

$C_0$  is initial investment;

n is the number of periods of time.

r is the discount rate.

Calculate in MS Excel: NPV = "NPV (0,2;-59000;10000;10000;10000;10000)".

NPV = UAH 28,495.37.

Calculation of IRR (Internal Rate of Return) by formula (3.2):

$$NVP = \sum_{t=1}^n \frac{CF_t}{(1+IRR)^t} - C_0 = 0. \quad (3.2)$$

To find the IRR, you need to solve the equation for the IRR. In Excel, the formula looks like this: "= IRR(-59000; 36000;36000;36000;36000;0,1)".

Where to is the annual cash flow. By default, it is assumed that is a negative cash flow (initial investment).  $CF_1$   $CF_n$   $C_0$ .

Incoming data:

Year 0: - UAH -59,000.

Year 1-5: UAH 36,000.

After entering this data into Excel, the formula '=IRR (-59000; 36000;36000;36000;36000;0,1)' will yield an IRR that is approximately equal to 48.45%.

Calculation of the Discount Payback Period (DPP) by formula (3.3):

$$DPP = \sum_{t=1}^n \frac{CF_t}{(1+i)^t} \geq IC, \quad (3.3)$$

where IC – amount of investment.

Incoming data:

Initial investment: UAH 149,000.

Average annual cash flow: UAH 36,000.

DPP = 2.64 years or 2 years and 8 months.

The implementation of the transport management system in the activities of SPETSCON TRANS LLC is economically feasible. According to calculations, the initial investment in the amount of UAH 149,000 will be compensated within 2.64 years, which is approximately 32 months. Annual cash flows from the use of the system amount to UAH 36,000, which ensures a stable positive cash flow for the company. The net present income (NPV) is UAH 28,495.37, which indicates a significant excess of income over expenses during the analysis period of 5 years. The internal rate of return (IRR) reaches 48.45%, which is significantly higher than the discount rate of 20%, confirming the high level of profitability of the project. Thus, the implementation of TMS not only pays off quickly, but also provides significant financial benefits for SPETSCON TRANS LLC, increasing the efficiency of operations and reducing costs.

The implementation of the e-consignment note in the activities of SPETSCON TRANS LLC seems to be economically feasible based on the input data. The initial investment in the amount of UAH 40,000 is aimed at implementing the system, which aims to optimize the processes of handling transport invoices, reduce the time for their



processing and reduce the number of errors. It is expected that annual cash flows from the implementation of the system will amount to UAH 10,000, which ensures a stable positive financial result. A discount rate of 20% and an analysis period of 4 years make it possible to estimate the economic benefit from the introduction of e-consignment note. Thus, preliminary estimates indicate the possibility of increasing the efficiency of work and financial stability of the company thanks to the implementation of the electronic waybill system.

Calculation of NPV (Net Present Value):

=NPV (0,2;-15000;10000;10000;10000).

NPV = UAH 5,054.01.

Calculation of IRR (Internal Rate of Return):

Where to is the annual cash flow. The default is assumed to be negative cash flow (initial investment).

Incoming data:

Year 0: - UAH -15,000.

Year 1-4: UAH 10,000.

After entering these data into Excel, the formula “ = IRR(-15000; 10000;10000;10000;0,1)” will give an IRR, which is approximately equal to 44.63%.

Calculation of the discount payback period (DPP):

Incoming data:

Initial investment: UAH 40,000.

Average annual cash flow: UAH 10,000.

DPP = 2.5 years or 2 years and 6 months.

The implementation of the e-consignment note in the activities of SPETSCON TRANS LLC is economically feasible according to the new input data. The initial investment in the amount of UAH 40,000 is aimed at implementing the system, which aims to optimize the processing of transport invoices, reduce the time for their processing and reduce the number of errors. Expected annual cash flows amount to

UAH 10,000, which ensures a stable positive financial result for the company. At a discount rate of 20% and an analysis period of 4 years, the net reduced income (NPV) is UAH 5,054.01, which indicates a significant excess of income over expenses during the analyzed period. The internal rate of return (IRR) is approximately 44.63%, which is significantly higher than the discount rate, confirming the high level of profitability of the project. The payback period is 2.5 years, which is a short period for returning investments. These results indicate that the implementation of e-consignment note will provide not only a quick return on investment, but also significant long-term financial benefits for SPETSCON TRANS LLC.

Despite the fact that the idea of continuous improvement of production systems is quite popular in global companies, domestic companies have only recently begun to use this strategy. There are many enterprises in Ukraine that are at various stages of creating production systems and have a wide range of methods and skills for their implementation. At domestic enterprises, there are a number of obstacles that prevent the spread of tools and methods of the concept of continuous improvement. Among these obstacles are dual terminology; problems with the financial and economic condition of the company; lack of "free" funds and resources to implement the transformation; employee resistance, etc. The development and implementation of lean production technologies are adversely affected by the factors listed above.

Cost optimization is another important measure to increase competitiveness. By analyzing and restructuring costs, SPETSCON TRANS LLC can identify areas where costs can be reduced without compromising the quality of services. This could include negotiating better prices with suppliers, improving fuel efficiency through regular vehicle maintenance, or optimizing warehouse operations. Effective cost management ensures that a company can offer its customers competitive prices while maintaining a healthy profit margin.

Improving the skills and qualifications of staff is essential to maintaining a high level of service. Regular training programs help keep employees abreast of the latest

industry practices and technologies. A well-trained team can work more efficiently, be more responsive to customer needs, and innovate in their day-to-day tasks. This not only improves operational efficiency, but also increases employee morale and motivation, resulting in a more stable and knowledgeable workforce.

Developing a solid marketing strategy is vital to increasing a company's market presence and attracting new customers. This includes the use of digital marketing channels, participation in targeted advertising campaigns and participation in industry exhibitions and events. Effective communication of the unique value proposition of SPETSCON TRANS LLC allows the company to differentiate itself from competitors and form a strong brand identity.

The formation of strategic partnerships with other companies in the field of logistics and transport can open new opportunities for business and expand the portfolio of services. Collaboration can lead to shared resources, better network coverage and access to new markets.

Investments in sustainable practices can also increase competitiveness by attracting environmentally conscious customers and complying with regulatory requirements. This may include using fuel-efficient vehicles, optimizing routes to reduce emissions, and implementing in-house recycling programs. Sustainable practices not only reduce operating costs in the long run, but also improve a company's reputation and appeal to environmentally conscious customers.

In general, these measures collectively contribute to the creation of a sustainable, efficient and customer-oriented transport and logistics company. Constantly adapting to market changes and introducing innovations in the provision of services, SPETSCON TRANS LLC can ensure a strong competitive position and contribute to sustainable growth in the industry.

Summing up, we can consider that the management of the implementation of the continuous improvement system at the enterprise is a process of enterprise management aimed at the activation of personnel, reduction of losses, effective management of

resources, concentration on the needs of the customer. The application of the proposed methods of organizing lean production at the enterprise involves the creation of an adaptive and flexible management and production system capable of continuous improvement, and will contribute to increasing the competitiveness of the enterprise, reducing losses and increasing labor productivity.

### **Chapter 3 summary**

In the third chapter of the paper, a detailed analysis of the competitive environment in the market of freight forwarding services was carried out. As a result of the analysis, key factors affecting the competitiveness of companies in this field were identified, as well as the main directions for increasing the efficiency of SPETSCON TRANS LLC activities were determined.

The analysis showed that the market of freight forwarding services is characterized by a high level of competition due to the large number of participants and the constant development of technologies. The main external factors affecting competitiveness are investment conditions, the level of competition, technical development trends and resource availability. Internal factors include the introduction of new technologies, employee training, effective resource management, and the development of a system of competitive relations within the company.

It was determined that in order to ensure the appropriate level of competitiveness, it is necessary to use all available resources effectively. This involves optimizing costs, implementing innovative solutions, improving the quality of customer service and constant monitoring of market conditions. The company's ability to quickly adapt to changes and implement new management methods and technologies is especially important.

The strategic directions of increasing competitiveness for SPETSCON TRANS LLC are the development of partnership relations, the active use of modern information technologies for managing logistics processes, improving the quality of service provision and expanding the sales market. It is also important to maintain a high level of employee qualification through regular education and training.

Summarizing the results of the analysis, it can be concluded that SPETSCON TRANS LLC has all the necessary prerequisites for successful functioning and development in the market of freight forwarding services. However, in order to further strengthen its position in the market, the company needs to actively introduce innovative technologies, optimize costs, develop partnerships and improve the quality of service provision. This will ensure a high level of competitiveness and sustainable development in a dynamic market environment.

## CONCLUSIONS AND RECOMMENDATIONS

The competitiveness of freight forwarding companies is a key factor in their success in the global economy. Competitiveness management involves a comprehensive approach that includes market analysis, development and implementation of strategies, assessment of activity efficiency and adaptation to changes in the external environment. In this thesis, the main models and methods of assessing competitiveness were considered, goals and priorities were defined, and a competitive strategy was developed for the transport forwarding company SPETSCON TRANS LLC.

The global freight forwarding market is in a state of dynamic change driven by technological innovation, changes in trade flows, the growing role of e-commerce, and increasing demands for sustainability. The Ukrainian market, in turn, faces the challenges of economic instability and the consequences of geopolitical conflicts, which affect the stability of transport routes and the general economic situation.

Having analyzed the main financial indicators of SPETSCON TRANS LLC, it is possible to draw a conclusion about the stable economic situation of the company. Sales revenue and net profit indicate effective resource management and cost optimization. The SWOT analysis revealed the company's strengths, such as significant revenue, high margins, and professional staff, as well as weaknesses, including dependence on a few large clients and insufficient service diversification. Opportunities for growth include expanding market presence and innovation, while threats are related to increased competition and economic instability.

Several strategies were developed to increase the competitiveness of SPETSCON TRANS LLC. Implementation of high standards of service quality, personalized service and active response to feedback from customers will help to improve the quality of services. Cost optimization through the use of modern technologies, process automation and the introduction of transport management systems will allow to reduce costs and

increase efficiency. Expanding market presence through entering new markets, establishing strategic partnerships and expanding the range of services will help increase market share.

Innovation and implementation of the latest information technologies, automation of logistics processes and use of analytical platforms for making informed decisions will contribute to increasing competitiveness. Staff development through professional development, motivation and creation of a favorable working environment will ensure a high level of professionalism. Financial stability, which includes cost optimization, the development of a detailed financial plan and ensuring a stable cash flow, is the basis for sustainable development.

Sustainable development, implementation of environmentally friendly solutions, support of social initiatives and responsible corporate policy will help the company meet modern requirements for sustainability. The implementation of these strategies involves specific measures and investments that will help achieve the set goals. For example, implementing a quality management system according to the ISO 9001 standard, investing in TMS and analytical platforms, opening a representative office in Poland, expanding services due to the transportation of dangerous goods and introducing electric trucks to reduce CO2 emissions.

Managing the competitiveness of a freight forwarding company is a complex and multifaceted task that requires the use of various approaches and methods. An important component of success is the development and implementation of strategies that take into account both internal and external factors. SPETSCON TRANS LLC has all the opportunities for successful competition in the market due to its strengths and potential for development. Implementation of the proposed strategies will allow the company to increase its competitiveness, ensure stable growth and achieve long-term sustainability in a dynamic market environment. The competitiveness of freight forwarding companies is a key factor in their success in the global economy. Competitiveness management involves a comprehensive approach that includes market analysis, development and

implementation of strategies, assessment of activity efficiency and adaptation to changes in the external environment. In this thesis, the main models and methods of assessing competitiveness were considered, goals and priorities were defined, and a competitive strategy was developed for the transport forwarding company SPETSCON TRANS LLC.

The global freight forwarding market is in a state of dynamic change driven by technological innovation, changes in trade flows, the growing role of e-commerce, and increasing demands for sustainability. The Ukrainian market, in turn, faces the challenges of economic instability and the consequences of geopolitical conflicts, which affect the stability of transport routes and the general economic situation. Having analyzed the main financial indicators of SPETSCON TRANS LLC, it is possible to draw a conclusion about the stable economic situation of the company. Sales revenue and net profit indicate effective resource management and cost optimization. The SWOT analysis revealed the company's strengths, such as significant revenue, high margins, and professional staff, as well as weaknesses, including dependence on a few large clients and insufficient service diversification.



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