

**THE STRATEGY FOR IMPROVING THE EFFICIENCY OF IMPLEMENTATION  
OF CARGO TRANSPORTATION IN AN AUTOMOBILE TRANSPORT ENTERPRISE**

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*The article notes that each transport enterprise seeks to increase the efficiency of cargo transportation and, as much as possible, to use the vehicles available at its disposal. To do this, the enterprise needs to develop a strategy that will improve the efficiency of its activities.*

Transport ensures the development of the national economy, the combination of production and consumption, the unification of regions and sectors of the economy into a single national economic complex. Freight transportation is the main type of transport services. There are different types of cargo transportation, however, the most common type of cargo transportation is automobile. This is one of the most popular types of cargo delivery. In today's market economy conditions, freight is given a defining place. Permanent commodity exchange is impossible without the involvement of established mechanisms for the transport of goods.

In market conditions, every enterprise must develop and seek its own path of development. To develop, it must improve its state and seek an optimal balance between costs and results of its economic activity, find new, more effective forms of bringing services to consumers, and conduct an appropriate advertising policy. At present, all enterprises have realized that the key to successful operation is not to focus on immediate profit and success, but to develop an effective development strategy in the long term.

In their activities, automobile transport enterprises face a resource constraint, which ultimately leads to significant difficulties with positioning in the market and developing an appropriate strategy. In such conditions, on the basis of analysis, the zone of strategic economic zones is determined, without which the enterprise will not be able to realize its competitive advantages [2].

The enterprise strategy is a general perspective direction of development, connected with achievement of long-term goals, within the framework of which management decisions are made. The strategy serves as an instrument for fulfilling the mission, achieving the objectives of the enterprise, prescribing and determining the forms and methods of carrying out activities, the way to achieve the goals. The strategy is the basis for the formation of the order of allocation of resources between the spheres of activity of the enterprise.

The existence of a long-term operational strategy allows the transport enterprise to make targeted decisions in the current activities. Underestimation of the role of strategic planning in practice is often one of the main causes of the crisis situation of automobile transport enterprises. Strategic planning is the only way to understand existing and future problems, formally forecast the development of the situation and substantiate the perspective directions of the functioning of automobile transport enterprises on the basis of assessing their potential opportunities.

Internal factors include:

- the nature of the transport management system;
- the presence of competitive factors in the implementation of transport activities;
- the tariff policy and timeliness of cargo delivery;
- the quality of delivery of goods;
- the entrepreneurial skills and leadership skills of the company.

External factors include:

- the ratio of tariff indicators of transport services of competitors;
- the advantages and disadvantages of competitors' marketing policy;
- the remoteness of clientele;
- the solvency of clientele;
- the level of tariffs;
- the licensing of its activities;
- the investment policy of the enterprise.

The development of a cargo transportation strategy includes the following elements:

1. Analysis of options – an analysis of the need may suggest similar but less expensive transportation options.

2. Analysis of tariffs – rates of payment change significantly and decisions must be made only after considering all the possibilities. You need to get competitive rates.

3. Consolidation of goods where possible – wholesale discounts on transportation can significantly reduce transportation costs. System contracts and general orders proved their profitability. If the delivery system is applied in the exact time frame, then from the point of view of costs, it will be effective to consolidate several suppliers operating under this system.

4. Analyzing and evaluating suppliers – the supplier selection and evaluation system will provide the data necessary to make the best decision.

5. Development of closer links with selected carriers – data exchange is required that lead to better planning of transport services needs.

6. Expenditure analysis – long-term contracts, partnerships, third party participation, cargo consolidation, average payment, cargo packing and maintenance, quality and delivery requirements, offer opportunities to reduce costs.

7. Solving security issues - security issues are related to the requirements of the shipper, which can lead to the harmonization of unrealistic, unacceptable from the legal point of view delivery schedules. The result will be the driver's distortion of the data in the work time book, as well as traffic accidents. Avoiding security-related problems is a key element of the strategy [2].

The stability strategy provides for focusing on and supporting existing business areas. Usually used by large enterprises that dominate the market. A concrete expression of this strategy can be the efforts of the enterprise aimed at avoiding state control.

The growth strategy is aimed at increasing the enterprise, often through the penetration and seizure of new markets. This strategy is characterized by the establishment annually of a significant excess of the level of development. This strategy is pursued by enterprises striving for diversification, in order to leave markets that are in stagnation.

The reduction strategy is implemented when an enterprise needs to regroup after a long period of growth, or in connection with the need to increase efficiency, when there are recessions and cardinal changes in the economy [3].

An enterprise can choose one of these three types of strategy or apply certain combinations of them.

After making a positive decision on a particular strategy, the enterprise faces the task of implementing it. The choice of strategy is limited by external and internal conditions and depends on the resources of the transport enterprise, as well as on the risk for which its management is ready to go.

Thus, in order to increase the efficiency of cargo transportation in a trucking enterprise, it is necessary to apply a strategy that will reduce the costs of logistics processes and generate profits.

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