

Logistic system of passenger transport is a structured economic system, consisting of the totality of enterprises and companies, organizing flows of services and manage the implementation of passenger traffic and attendant information flows and finance who service this market; its operation is aimed at better meet the demand of the population in the transportation of passenger transport.

When the design and construction of passenger transport logistics systems take into account the following principles:

- System – a comprehensive review of elements of the logistics system, starting from the stage of formation of demand for transportation and ending his satisfaction;
- Efficiency – the calculation and substantiation of the optimal level of transport services, to identify ways of achieving it, taking into account the efficient use of resources;
- Compliance – ensuring that the characteristics of the rolling stock freight transport demand with specified levels of ride comfort;
- Performance – performance of the system should be evaluated based on the increase of revenues and reduction of subsidies;
- Unity of management – organization of transport and related passenger service under a single structure able to take into account the interests of passengers and operators;
- Informative – to achieve a high level of information security management processes and organization of transport by using modern information and computer technologies [3].

As promising areas to increase the efficiency of the logistics system of passenger transport are the following:

- Justification of management structures in transportation, influencing the formation of the transport systems, and taking into account the interests of the population in the state, industrial and personal aspects;
- Ensuring an integrated approach to the development of regions and cities and their transport systems;
- Development of methods of improving transport services;
- Develop the principles and methodology for regional transport system rolling stock and modern technology, taking into account economic and environmental aspects [2].

Thus, the use of principles of logistics in the passenger will ensure optimum cost options to meet the transport needs of the population. In addition, passenger transport logistics system allows: to eliminate conflicts that arise between the interests of the public and the interests of the operators; to provide search for a compromise between the interests of transport structures and the interests of regional and municipal authorities in charge of the activities of public transport, since the requirement to minimize costs, is seen as an objective function, ensures an acceptable rate of passenger and operator – an adequate profit margin.

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BASIC ELEMENTS OF THE METHODOLOGY OF COMMERCIAL LOGISTICS AS AN INDEPENDENT SCIENCE

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The article deals with the commercial logistics as a result of the synthesis of such research areas as logistics and commercial mediation. The author gives methodological elements of the logistics business, focusing on the fact that commercial logistics is an independent science. Among the cited methodological elements the author identifies the purpose, objectives, functions, the object, principles and methods. In addition, in the article the author points out that the problem of the lack of literature is urgent, so the identification of the principles and techniques of commercial logistics as an independent science in this study is made by examining the methods and principles of logistics and commercial mediation.

Economics

In the modern system of the world economy it is impossible to imagine business without logistics and especially without commercial logistics, because it covers the activities of trade organizations by optimizing the streaming processes and increasing profits of an enterprise.

Commercial logistics was originated by a merger of logistics and commercial mediation and has its own theoretical base: the goals, objectives, functions, the object, principles and methods.

The author defines "commercial logistics" as logistics section that organizes effective management of commodity and related financial, information and service flows in the area of commercial mediation in the process of promoting products and services from the sphere of production to the sphere of consumption.

In the study of the relevant literature the following objectives of commercial logistics were identified [1]:

- a guarantee of an optimal management system of flow of materials, goods and commodities, which provides the security of supply at minimum costs and maximum usage of the existing capacities;
- creation of the control system, that reveals non-optimized processes and forms new goals of the commercial enterprise based on the comparisons of actual incomes and expenses;
- formation of a coordinated functional organizing structure of a commercial enterprise.

In addition to the above-mentioned objectives of commercial logistics, we should note one more objective [2]: achieving maximum adaptability of an enterprise to the changing market conditions by minimizing the overall logistics costs and ensuring the quality of the proposed flows of goods.

Also, based on the given definition of commercial logistics and identified objectives, we can determine the goal of commercial logistics. It is adaptation to the demands of the consumer, which means a guarantee of rapid order execution and the exact observance of supply conditions.

Then commercial logistics' functions were identified as following [3]:

- economic flows optimization;
- rational organization of all company resources;
- coordination of the activities in all company divisions;
- integration of all participants of transactions, associated with the market orientation of the firm.

In addition to the goals, objectives and functions of the commercial logistics, we can as well define the object [4], that is a full cycle of business and production, from supervising process and developing schemes of cargo transportation to product sales. Commercial logistics depends on the following parameters: scientific content, consistency, variability, complexity, constructibility and reliability.

For visual clarity, we have developed an illustration showing the interconnection of commercial logistics goal with its objectives and functions (Fig.).

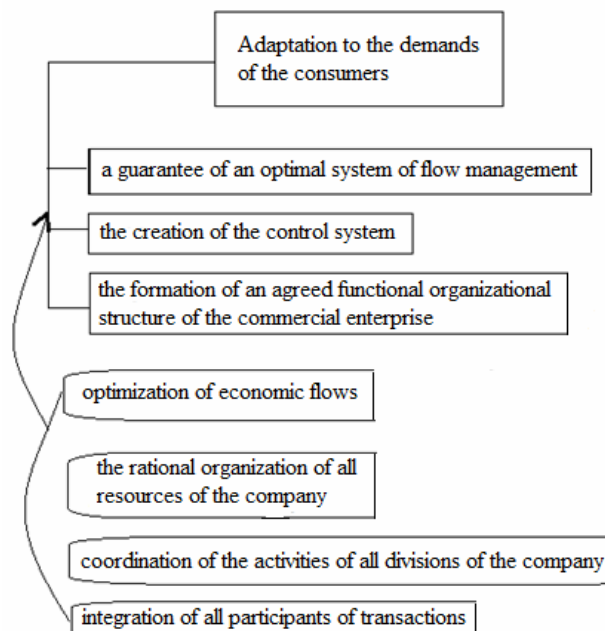


Fig. The goal, objectives and functions of the commercial logistics

Source: own study based on the study of economic literature.

The studies of economic literature revealed that the principles of commercial logistics as such are not defined but associated with the principles of logistics and commercial mediation. So, the principles of

commercial mediation and logistics in general are presented below and the principles of commercial logistics are defined:

- 1) the principle of rationality (or of priorities selection) helps a commercial enterprise to choose the most profitable supplier in terms of cost, distance and reliability;
- 2) the principle of emergency helps a commercial enterprise to organized their logistics system so that to receive the maximum possible profit regardless of the changes in demand on the product due to unity (emergency);
- 3) the principle of integration is reflected in the connection of the enterprise commercial activities with marketing, forecasting and so on;
- 4) the principle of personal initiative. This principle is reflected in the fact that commercial logistics is a commercial intermediary activity, which requires manifestation of personal initiative of all participants of a commercial enterprise in order to maximize profit.

During the research it was found that due to the fact that commercial logistics is a new separate area of logistics, it is difficult to identify not only its principles but also the methods. Therefore we have analyzed the methods of logistics in general and projected them on commercial logistics.

So, the methods of commercial logistics are:

1. The method of system analysis in commercial logistics lies in the fact that the field of commercial mediation implies management of the system directed on processing, transfer, storage and sale of goods and services. Such a system requires a systematic approach to identify all possible risks and losses as well as profit.
2. The methods of economic and mathematical modeling. They are also projected on commercial logistics because a commercial enterprise needs to know how much profit any type of product can bring and so on.
3. Without the method of forecasting commercial enterprises are useless since their aim is to gain the maximum possible profit out of their activities, and without forecasting, the firm is unable to foresee the possible increase or, conversely, decrease of profit for the next or a current period.
4. The essence of the method of operations research in commercial logistics is that in a commercial enterprise all operations carried out should be clearly divided and regulated to minimize time costs, which is very important in today's economy.

Also, we have developed a plan to improve the activity of any commercial enterprise, based on the principles and methods of commercial logistics (Table).

Table – A plan to improve the activity of any commercial organization, based on the principles and methods of commercial logistics

Principles / methods	Application
Principle of rationality	The firm selects the most profitable supplier in terms of cost, distance and reliability
Principle of emergency	The organization organizes its logistics system so that the implementation of functions in the separate branches of the company were not different from the implementation of the functions in the main place of production
Principle of integration	The organization should work together with its suppliers and customers to achieve a synergistic effect
Principle of personal initiative	The organization should build an incentive reward system for manifestation of personal initiative of its employees
Method of system analysis	It identifies strengths and weaknesses of a commercial enterprise to find and solve a problem
Method of economical and mathematical modeling	Identifies possible level of profit (loss) for a certain type of a product for a certain period
Method of forecasting	It defines all the possible profits and losses and the possibility of attracting new partners, customers, etc.
Method of operations research	All the operations at an enterprise should be clearly singled out and regulated to minimize time costs, which is important in today's economy

Source: own development.

The research in this paper allows us to conclude that commercial logistics can be defined as an independent science with its methodological elements: the subject, the goal, objectives, functions, principles and methods.

This article also shows the relevance of the study of logistics and commercial mediation synthesis, as it's a new science and the problem of literature lack on this scientific trend is acute.

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**THE PRINCIPLES OF POSITIONING OF PROFESSIONAL SPORTS CLUBS:
AN ATTRACTIVE INVESTMENT CASE****ALIAKSANDR MATVIYENKA**
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The article is devoted to the problem of investment attractiveness of professional sports clubs. The author notes a number of problems affecting the stability of investment processes in the industry of professional sports of the Republic of Belarus. The author analyzes professional sports clubs investment activities in the Republic of Belarus and abroad by giving an example of the situation with football. The author suggests developing methods to increase investment attractiveness of professional sports clubs as a tool for sustainable functioning of business processes in professional sports.

Professional sport in the world stopped playing only a competitive part, today it is a real business in which success depends directly on the financial status of professional sports clubs.

In recent decades, most professional sports clubs have demonstrated high rates of economic growth and indicators of economic stability, thus getting the status of economically independent commercial organizations. The high rates of economic growth are due to the development and the reorganization of the professional sport clubs management system, increase of supporters, who are potential consumers of goods and services sold by professional sports clubs, contribution to the expansion of existing range of services, capabilities of long-term relationships with athletes, sponsors and foreign partners, and strengthening of the economic status of the professional sports clubs.

At the present stage each kind of professional sport is popular with many stakeholders, namely professional sports clubs play and earn, fans actively participate in the life of their favorite teams, sports products manufacturers significantly increase the rate of sales growth of their products, sponsors have the opportunity to promote their brands through sports events, teams and professional athletes, mass-media and TV channels – cover and broadcast the most popular events in the industry of professional sports. The algorithm of successive actions of the above mentioned subjects of economic relations aim at gaining profit to sports organizations and the enhancement of their investment attractiveness.

The majority of professional sports clubs in the Republic of Belarus today do not have any adequate commercial success; many of them are funded from the state budget. Professional sports teams almost do not get any income from their commercial activities and they exist mainly at the expense of the state budget and sponsorship of business entities, which is not so easy to attract when these organizations are not popular with investors.

The industry of professional sports is subjected to the laws of market economy. And constantly growing competition in this environment necessitates professional sports clubs to use a more sophisticated approach for the organization of activities in the modern business environment.

The planning and organization of commercial activity in professional sports can be characterized as a system of economic relations, with the ability to generate income. To transform sports events from the category of Pro Bono representation to a full business project that is based on self-sufficiency and income growth, the functionaries making managing decisions need to find new creative and pragmatic approaches, based on eventual opportunities and the determinants of production in the industry of professional sports.

Financial and investment activities of a professional sports club include the inflow of monetary funds by the current, financial, investment activity, profit before tax, the cost of remuneration of athletes and reflects the result of current activities of the professional sports club in total and separately for major profit segments, such