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UDC 656.025.4

**ESTABLISHMENT AND MANAGEMENT OF CARGO TRANSPORTATION
AT FREIGHT FORWARDING ORGANIZATIONS**

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The article analyses the business process “Transportation”, identifies the functions, the composition of the procedures, the main documents and executants, as well as exemplary network diagram of this business process.

A business process is a regularly repeated sequence of interrelated activities (operations, procedures, actions), during which implementation the resources of the external environment are used, the value for the customer is created and a result is given to him [1].

In many freight forwarding companies the business process «transportation» is of great importance. Table shows the general scheme of the business process «transportation».

Table – Analysis of the business process «transportation»

Executed business processes/functions	Composition of procedures	Main documents	Executors
1	2	3	4
1 Coordination of terms of receiving and sending cargo	receiving cargo information from the client; coordination of the information received; terms of delivery approval	Cargo documentation, client's designs, client's application for transportation organization	Head of the department of transport; traffic engineer
2 Formation of the contract for transportation	obtaining documents necessary for transportation from the client; signing up the contract with the client; registration of contract in the registry of contracts of the department of transportation	Contract, client's application for transportation organization	Head of the department of transport; traffic engineer
3 Determination of the optimal route for the delivery of cargo	analysis of the required parameters of the delivery of cargo; comparison of terms of delivery with the required parameters; establishing the optimal route; approval of the route	Contract, transportation order	traffic engineer
4 Rent of means of transportation	the signing of the contract with the transport companies to lease transport; registration of the contract in the register; obtaining vehicles	Rent contract, cargo documentation	traffic engineer
5 Organization of cargo transportation for the client	Formalization of transportation in internal software; preparation of documents necessary for the transportation; loading; performing the transportation; unloading [2]	Contract, waybill, CMR	traffic engineer, driver
6 Transportation control	Control of the timely submission of the rolling-stock; control of the compliance of the rolling-stock to customer requirements; control of the timely loading of the rolling-stock by the consignor; control of the timely delivery to the consignee; control of the timely unloading of the rolling-stock by the consignee	Contract, transport protocol, transport application, confirmation of the vehicle arrival	traffic engineer, driver

Table Conclusion

1	2	3	4
7 Claim processing	Registration of the incoming complaints from the client; registration of the outbound customer complaints; exhibiting claims to the client; registration of claims in intra-corporate register, software; providing the accounting department with necessary documentation; control of claims	Claims	Head of the department of transport; traffic engineer
8 Completion of transportation	Formalization of transportation in internal software; transfer to the accounting department data for the invoice and other required documents	Certificate of completion, bill, contract, waybill, CMR	Head of the department of transport; traffic engineer

Source: own elaboration based on the studied literature.

Thus, the business process «transportation» generally consists of eight basic steps:

1. The coordination of the terms of receiving and sending the cargo.
2. The formation of the contract for the transportation.
3. The determination of the optimal route for the delivery of cargo.
4. The rent of the means of the transportation.
5. The organization of the cargo transportation for the client.
6. The transportation control.
7. The claim processing.
8. The completion of the transportation.

In case the organisation is in the possession of the suitable vehicles for the transportation there could be a possible exclusion of the stage "The vehicle rent", in which the organization seeks help from the third-party transport organizations.

The work on the organization of a business process is completed by a traffic engineer, or a logistician, but some stages can be monitored by the head of the department of transportation (logistics department). We believe that business process "Transportation" management should involve as less people as possible in order to increase the efficiency and speed of transportation.

Figure shows the network graph of the business process «transportation».

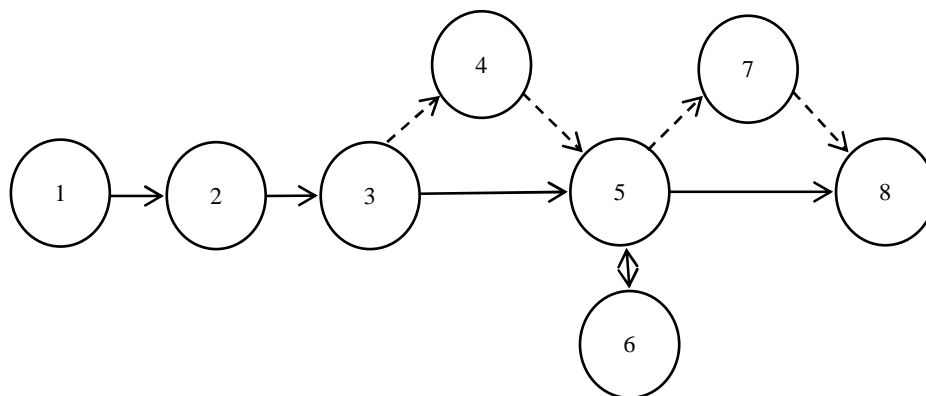


Fig. Network graph on the business process «transportation»:

- 1 – the coordination of terms of receiving and sending cargo; 2 – the formation of the contract for transportation;
- 3 – the determination of the optimal route for the delivery of cargo; 4 – the rent of means of transportation;
- 5 – the organization of cargo transportation for the client; 6 – the transportation control; 7 – the claim processing;
- 8 – the completion of transportation;

→ The direction of the transition to the next stage of the business process
 -> The alternative direction of the transition to the next stage of the business process

Source: own elaboration.

Each of the stages may take different amounts of time depending on the standards established by the organisation. Thus, the coordination of terms can be performed in a single day or several months. Formation of

the contract, the definition of the optimal route, the rent of the means of transportation may occur within a week. The organization of the cargo transportation depends on the distance and can comprise both several hours in case of intra-carriage and a few weeks in case of international transportation. Monitoring should be carried out continuously throughout the period of transportation. The work on claims, should they occur, lasts up to 30 days, and the completion of transport operations is usually carried out within one day. Thus, a business process «transportation» may take from several days to several months. We believe that in order to optimize the business process there is a need to reduce the cycle time of the process performance, reduce downtime, improve the use of time, introduce the information technologies, perform some functions and procedures in parallel, whenever possible.

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UDC 658.8

THE ANALYSIS OF THE DEFINITIONS OF THE CONCEPT DISTRIBUTION

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In this article the organizational-economic content of the concept distribution has been studied, the latest domestic and foreign literature on the similar issues has been reviewed.

Today's dynamic economy leads to the fact that organizations have to constantly evolve to remain competitive and financially stable. The saturation of absolutely all markets with the goods to such an extent that the organizations need to actively involve customers, has resulted in the exceptional understanding of the role of distribution in the organization. The products or services are to be sold in the optimal manner: taking into account all the wishes and preferences of the customers and obtaining the greatest benefits.

For the organization the distribution is important for several reasons:

- as the sales of the organization defines such indicators as the amount of income, profit, level of profitability;
- distribution depends on the production and logistics organization.

Thus in the process of distribution the final result is determined by the organization aiming at enhancing the performance and maximizing the profits.

In the study of the views of the domestic and foreign authors, we have found that the same understanding of the concept of "distribution" is not available. The results of the investigation are given in the table 1.

Table 1 – The interpretation of the concept of «distribution» in the domestic and foreign literature

Source	Definition
	Distribution – this
1	2
В.А. Коршунов [1, с. 8]	activities related to customer service
В.Е. Николайчук [2, с. 9]	the subsystem that provides the outflow of material flow logistics system
А.М. Гаджинский [3, с. 53]	the subsystem that provides the outflow of material flow logistics system
Б.А. Аникин [4, с. 129]	the initial stage of the process the output of goods within the scope of use; sale of products; buying and selling
http://www.e-reading.club/ [5]	it is a system of relations in the formation and direction of the flow of goods, contributing to the promotion of the products from producer to consumer
http://barmashova.ru/ [6]	purposeful activity, principles and methods, implementation of which are designed to organize the flow of goods to the final consumer
В.Н. Наумов [7]	it is a system of relations in the sphere of commodity-monetary exchange between the economically and legally free agents market, realizing their commercial needs
Словарь «Борисов А.Б. Большой экономический словарь» [8]	sale, realization of enterprises, organizations, entrepreneurs of manufactured products, goods in order to obtain cash receipts, to ensure receipt of funds