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**BUILDING UP STRATEGY OF STABLE OPERATION OF SHIPPING COMPANIES.**

**ФОРМИРОВАНИЕ СТРАТЕГИИ УСТОЙЧИВОГО ФУНКЦИОНИРОВАНИЯ СУДОХДНЫХ КОМПАНИЙ**

*Nataliaya Primacheva*

*Примачева Н.Н.*

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*Розглядаються основні напрямки розвитку національного торговельного флоту. Сформульовано алгоритм формування стратегії стійкого позиціонування флоту у міжнародному ринку морської торгівлі. Встановлено окремі закономірності ефективного нарощування провізної спроможності судноплавних компаній.*

**Research Problem Statement.** Shipping Company effective positioning strategy should be based on economical activity results of freight market segments' development, operating income and expense. Strategic decision-making results from segmentation analysis and freight market variation trend. {1}

Therefore it is essential to review the competitive advantages and positioning parameters of company owner's transport potential based on quality and efficiency criteria of shipping process.

Marketing oriented shipping companies of the international economics product streaming, make appropriate decisions on freight flows types, which they intend carrying capacity to form for, within the investment opportunity limits. Completeness of information flows regarding the freight owner is a precondition for successful marketing of freight forwarders, shipping companies, agencies and other institutions of transportation services.

Owing to the specifications of quantity and quality of the freight flows, it occurs a great option for choosing a segment of a freight market and strategy of it's service improvement. Cargo owners-operators' policy awareness forms the basis for marketing development of the competitive ship owner.

The concept of Marketing in merchant shipping is an organization and managing system of shipping company, sounding in position expanding within a freight market segment as well as new shipping direction developing based on thorough and complete exploration of prevailing situation in merchant trade and profit making with secure capitalization as the result.

Complying with anti-crisis policy is essential for national departments and divisions of marine transport industry support system. At the same time, it should be noted, the readjustment package for crisis involved enterprises comprises: debts, budget subventions write off, prolongation of a payment period for budget, clearance sales etc. Therefore, while conducting such projects on public enterprises the prime

consideration becomes the high performance of institutional sub-divisions in order to observe relevant group of interests.

**Problem and publication state analysis.** The functional activity of maritime industry enterprises which based on stable operation criteria forms a specific field for exploration and control over the basic organization department state of public maritime management.

Effectiveness of managing in sub-divisions of maritime transport sector assumes achieving appropriate accuracy in cost-result ratio in global shipping market. Moreover, appropriation of Nontransport effect and net revenue now has become a fundamental issue. In this aspect should be considered, the product of maritime transport – is a specific type of exporting goods. This production is off-loaded either on domestic or foreign markets. For this purpose, maximization principles of complete set of maritime management results, underlies a public fleet- and- port managing mechanism.

Special attention is drawn to the state of balance of global maritime industry {3}. In any case, national interests protection is always maintained, in spite of the fact of integration process. Simultaneously mechanism and managing tools of protectoral strategy are changing as well. Standardization principle branch has been extending. Basically such method results in rapid expenditure increase and capital-intensity of the competitor's project development. Thus, North American Union (NAU) considers a group of goods of domestic and foreign origin. Trade barriers abatement as a direct method of priority managing of national production and transport defines a variety of methods to achieve commercial priorities on the basis of comparative advantages [4].

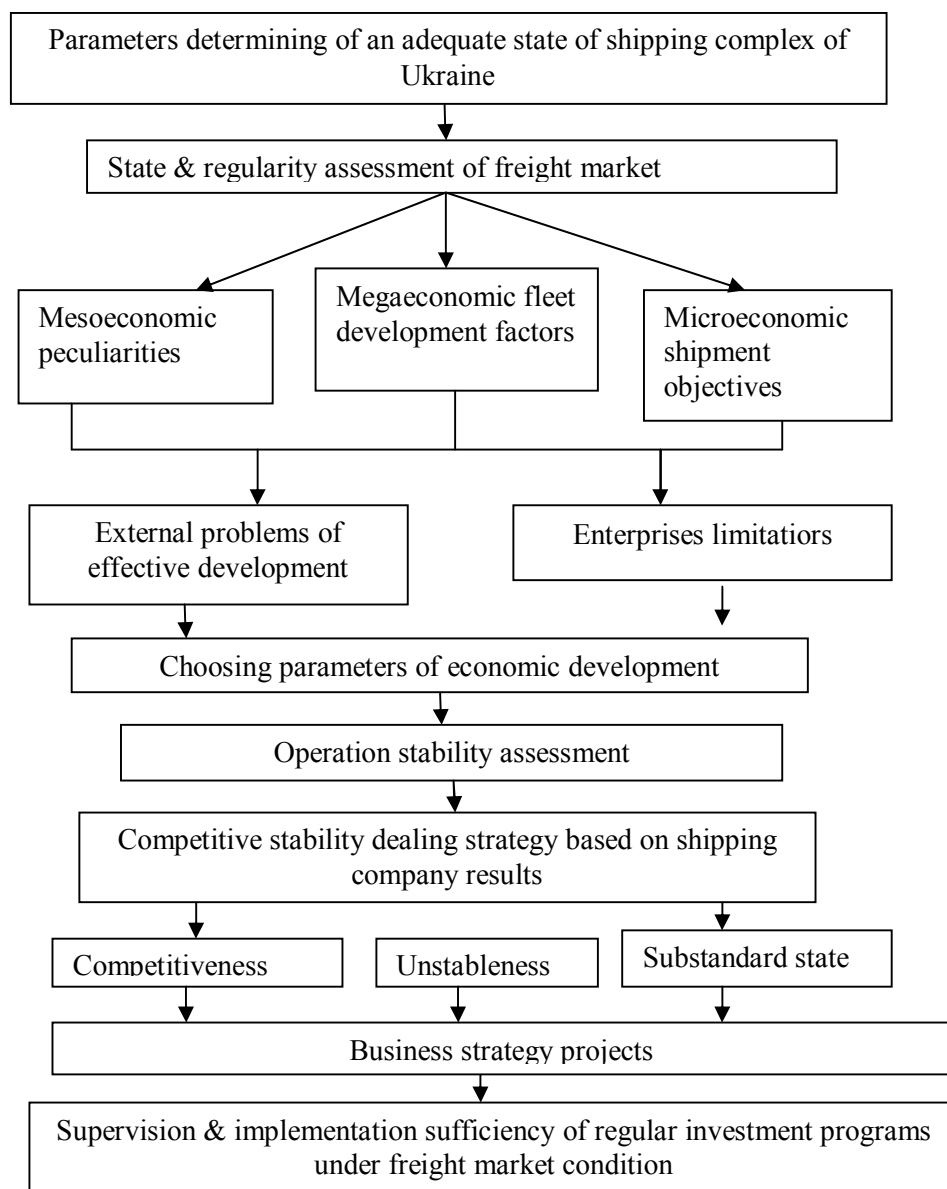
Despite global institutions operations such as WTO, IMO, different economic union foundations take place, which are intended to solve competitive recovery problems in a world goods trade turnover. This is to certify discussions on energy sources between OPEC and industrial countries, Russian-Ukrainian relations and others. All this is reflected at least on development and operation character of maritime transport.

While building up strategy of efficient positioning in freight market system, it should proceed from statement: “continuous improvement... considered as an integral part of organization” [5, p.33]. Therefore the strategy should be treated as compliance of ship owners' actions with conditions, formed on basis and influence of transport economic relations of various mesoeconomics. Scanty resources becomes the limiting condition required for projects development. Projects parameters are defined by strategic positioning.

Despite active consideration of above problem in publications [6, 7, 8], strategic positioning point under permanent change of maritime market equilibrium remains still urgent.

**Problem statement and objectives investigation.** Strategic planning in maritime shipping should be based on day-to-day operation and general state of a freight market investigation. Trade market parameters and structural elements for each company become an environment defining productive potential and functional activity level. Thus, the main point of the article is condition observation of shipping companies' perspective positioning in a phased strategy development.

**Body text.** Foreign trade relations, fleet and trade ports operations should be the prime consideration in maritime transport policy build-up.



The strategy implementation effectiveness depends on pure reproduction and due regard of companies' external demands as well as on shipment database availability and goal achieving abilities so as to keep or expand stand taken. In determining strategy on effective economic development of maritime transport enterprises, taking into account global freight market situation, the prime value to be attached to the statement: «При рассмотрении общей оценочной модели стоимостью любой собственности является капитализированный денежный поток, полученный от ее использования» [9, p.44]

Due regard should be focused on shipping Co positioning in the sector of operators activity using the profitability stableness criterion.

It's well known, when freight market state is active, it occurs tonnage offer excess, induced by the freight boom followed, after which price war could be arisen. That's why calculations have to be carried out during the life cycle of the project.

Managing effectiveness of development and positioning of the national maritime transport potential, special attention is paid to achieve competitive adequacy policy. In this aspect is very important an implementation of a group of principles, providing either general situation regularity, or tough sequence of acceptance and implementation of competitiveness managing projects.

Firstly, competitive strategy should be based on long-term macroeconomics and business policy of goal achieving and adequacy related on main parameters and freight market conditions.

Secondly, project implementation on competitive stableness parameters shall consider either business results or the whole set of institutional and market limitations on social acceptance criteria and treated value from side of cargo owners and conservancy institutions.

In a innovation system, Ukraine formation as a maritime State it is essential to use purpose layout under various projects, which provides not only the goal achievement, but promotes simultaneous development of other branches as well as consumers' sector.

Picture 1. The algorithm for generating strategies shipping company

Especially such projects are referred to intense public trade fleet development on the basis of domestic ship-yard industry.

Hence it follows requirements to the scientific approach of optimum economic solutions' adoption on maritime transport development concerning positioning of Ukraine in international division of labour and sphere of influence on a freight market.

Should define two sources of threats for effective shipping companies' positioning in freight market competitive sectors. They depend on freight market conditions and and main competitors' actions. The latter condition in maritime shipping becomes the key element due to definite fleet's technological improvement slowdown.

With an allowance of the above stated due attention should be paid to the situational analysis which allows to determine factors and to develop appropriate strategy (scheme 1).

As a main goal of maritime transport and effective shipping companies operations policies (scheme 1), transport and financial security of production structures and maritime enterprises using an adequate method of maritime potential developing and its legal protection. This system includes limitations on competitiveness of public shipowners structures according to conventional control of ecology and general safety of navigation. Special role plays an equal positioning of public shipping companies in first-priority sectors of global freight market.

To choose first-priority direction based on effective operation criteria proper improvement of economic mechanism results processing is quite essential.

Forming stable strategy development of any division of maritime-production complex one should take into account an absolute value of the investment in economic development. In addition, investment project development defines by the

value added increase and enterprise value. That's why any form of investing solves a principle problem – extending positions on operators' activity market. Consequently, alternative forms of investing establish income distribution differentiation. All these define scale of improvement and results distribution.

**Conclusion.** It should be considered in this aspect an equal investment forms' establishment: self-financing, crediting, concession servicing, rent, joint activity, State support. With this should take into account: «В краткосрочном плане фирмы усматривают преимущество для себя в снижении цены в том, что повышается их доля на рынке – но этого не происходит в случае реакции конкурентов» [10, p.108] In maritime shipping the reaction strategy has been developed sufficiently.

This is the case, especially, when shippowners' monopoly establish tariff rate orienting the purpose rate income. The quantity of latter is defined by the conditions of a market segment keeping and money flows as per company's duties. Freight bonuses within this strategy are limited by calculated quantity of income drawn on the basis of standard shipment. Owing to the followed strategy tariff rate level reflects the non-phased movement: reduces with the cargo traffic increase and vice versa increases with the traffic fall. The Equality happens when upper and lower points of economic cycles become balanced.

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#### *Аннотация*

Судоходные компании, ориентированные на маркетинг товарных потоков международной экономики, принимают соответствующие решения

относительно типов грузопотоков, для которых они намерены в пределах инвестиционных ресурсов формировать провозную способность. Полнота информационных потоков о грузовладельцах является предпосылкой успешной маркетинговой деятельности экспедиторских организаций, судоходных компаний, агентских фирм и других подразделений транспортного сервиса.

В системе поддержки национальных подразделений морской транспортной индустрии важно соблюдение принципов антикризисного управления. При этом следует помнить, что в комплексе мероприятий по санации кризисных предприятий входит списание долгов, дотации из бюджета, пролонгация сроков платежей в бюджет, распродажа неиспользованного имущества и др. Поэтому при проведении этого проекта на государственном предприятии важнейшим условием становится участие институциональных подразделений для соблюдения соответствующей группы интересов.

Эффективность управления развитием подразделений морского транспортного комплекса предполагает достижение точности соизмерения затрат и результатов в глобальном рынке морских перевозок. Кроме того, принципиальным становится выделение внутранспортного эффекта и чистого дохода отдельных предприятий. В этом аспекте следует учитывать то обстоятельство, что продукция морского транспорта – особая форма экспортного товара. Она реализуется как на внутреннем, так на внешнем рынке. Поэтому в основе механизма управления состоянием национального флота и портов должны лежать принципы максимизации всей совокупности результатов морехозяйственного комплекса.

В системе управления эффективностью развития и позиционирования национального морского транспортного потенциала особое место занимает выбор политики достижения конкурентной адекватности. В этом аспекте важна реализация ряда принципов, обеспечивающих как отражение общих закономерностей, так и жесткую последовательность принятия и реализации проектов управления конкурентоспособностью.

Следует различать два источника угроз для эффективного позиционирования судоходных компаний в конкурентных секторах фрахтового рынка. Они предопределяются изменением условий фрахтового рынка и действием основных конкурентов. В торговом мореплавании второе условие становится ведущим вследствие определенной замедленности технологического совершенствования флота.

При формировании стратегии устойчивого развития любого подразделения морехозяйственного комплекса необходимо учитывать абсолютную значимость инвестиций в системе экономического роста. Кроме того, реализация инвестиционных проектов нацеливается на рост добавленной стоимости и приростом ценности фирмы. Поэтому любая форма инвестирования решает принципиальную задачу – расширение позиции на рынке операторской деятельности. Следовательно, альтернативные формы финансирования лишь формируют дифференциацию распределения чистого дохода. Это и предопределяет первичность масштабов роста и вторичность распределения результата.