

UDC 656.611.2:338.47(045)

**SHIPPING COMPANY'S COMPETITIVE ADVANTAGES FOR  
GLOBALIZATION: THEORETICAL BASIS**

**ТЕОРЕТИЧЕСКИЕ ОСНОВЫ ФОРМИРОВАНИЯ  
КОНКУРЕНТНЫХ ПРЕИМУЩЕСТВ СУДОХОДНОЙ  
КОМПАНИИ В УСЛОВИЯХ ГЛОБАЛИЗАЦИИ**

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*У статті розглядаються теоретичні основи формування конкурентних переваг судноплавних компаній в умовах глобалізації. Автором досліджувалися методи типізації розвитку флоту, типові організаційні структури управління. Розглядаються питання теорії конкурентоспроможності в умовах розвитку глобалізації, які включають три функції економічної науки, – опис нових явищ, експлікація і генералізація.*

**Introduction.** In article theoretical bases of formation of competitive advantages of shipping companies in the conditions of globalization are considered. The author investigated methods of typification of development of fleet, standard organizational structures of management. Questions of the theory of competitiveness in the conditions of development of globalization which include three functions of an economic science – the description of the new phenomena, an explication and generalization are considered.

**Statement of the problem.** Considering that in the sphere of functioning of the competitive market in the conditions of globalization processes, enterprise structures can exist only under condition of existence at them certain advantages that allows conquering stronger positions in the market of transport services, in comparison with competitors [1].

The author, taking into account results of the analysis of existing classifications of competitive advantages to shipping companies offers the following directions:

- in relation to system: external and internal;
- on the emergence sphere: climatic, political, technological, economic;
  - according to the contents: quality, price, expenses of the client of production;
- in a place of realization of advantage: company rating;
- on realization time: strategic and tactical;
- by the form received end result: economic, ecological;

In our opinion it is necessary to allocate four strategic positions based on competitive advantage in the sphere of formation of expenses in the conditions of globalization:

1. Advantage on expenses (differentiation) which covers a narrow segment of the market – navigable production is realized at lower prices, than at the companies – competitors.

2. Advantage on expenses (low differentiation) where the company covers a wide segment of the market – the position is desirable, if advantage on expenses remains and supported. The share of the market received as a result of wide coverage of a segment of the local market, will allow to increase profit.

3. Advantage on differentiations and narrow coverage of the market that is inherent for small shipping companies and the developed rival companies on big segments of the market.

4. Advantage on a differentiating and expenses with wide coverage of the market – a position is profitable, dominating from the point of view of a market share.

For navigable the companies competitive advantage is an essential difference which causes interest of clients to use for sea transportation fleet of this shipping company having a superiority concerning competitors. Such superiority can be based on a high level of quality of service and responsibility of the company for results of the activity.

Components of competitive advantage should be:

- economic (service price, insurance expenses, operational costs, tax collecting);
- technical (tonnage, navigation indicators, number of crew, condition of transportations);
- commercial (vocational training of shots, company rating, possibility of implementation of investment activity).

**The overview of recent researches and publications.** Scientific development of authors of Kumar S.A was devoted to this problem., Makkonell K.R., J. Keynes, Leyman, and also Yushchenko N. K. domestic scientists., Ustenko S. V., Zhikhareva V. V., Yudanov A.Y., Primachev N. T. and others. Authors considered in the works theoretical bases of competitive advantages, system of globalization and a way of their decision as a whole on a national economy. However, the extremely insignificant attention was paid to competitive advantages of shipping companies. In our opinion, depending on competitive factors, the shipping company can have favorable or adverse conditions for creation, supports and developments of competitive advantages.

**Aim of the article.** The author of this research considers in a complex competitive advantages and shortcomings of shipping companies within separate activities of the enterprise which have various extent of influence on formation of a competitive position of shipping company. The special attention is given to system of competitive advantages: to pricing, quality, technologies, organization of resource providing and marketing.

**The essential material of the research.** In the sphere of functioning of the competitive market in the conditions of globalization processes, advantages which shipping companies possess should be united in 3 categories: functional, process, advantages of the relations [2].

Therefore, at entry into the global market of transport services it is necessary to stop on the basic principles of management of efficiency of development of sea

transport in modern conditions of the economic relations and achievements of economic safety of the separate states.

When developing the program of the normalized increment and updating cargo ability of navigable and port divisions of sea transport it is necessary to consider emergence of the additional expenses caused by new design development, providing a durability and productivity increment in the conditions of globalization processes.

Distinguish three options of competitive behavior in the market: creative, timeserving and providing – guaranteeing [3]. These options of competitive behavior in the market can be applied to shipping companies in system of the global market of transport services.

The creative competitive behavior for shipping companies consists in realization of the actions directed on improvement of the market relations which would provide advantages over competitors.

The timeserving competitive behavior assumes the accounting of innovative changes on production of navigable production for definition of actions of competitors on production. However this competitive behavior isn't absolutely acceptable for activity of shipping company since the company doesn't make production.

For an assessment strong and weaknesses of competitors the author offers use of the basic analysis which purpose is definition of the positions concerning competitors in globalization space [4].

Thus, it is possible to offer the scheme of the analysis of activity of competitors of shipping companies in the conditions of globalization where analysis stages (fig. 1) will be offered. However, these stages are necessary for considering in the course of research of activity of competitors of shipping company. The factors, making essential impact on efficiency of activity of the companies – competitors, can be the following: image of the company, prestige of shipping company among clients, level of advertizing activity, the loudspeaker of the prices, possibilities of discounts, quality of provided production, a market share, a condition of technical base of shipping company, a condition of finance of the company, ability to involve shots, an environment of the freight market, the politician of the state etc.

The first analysis stage of the competition in the market is an analysis of competitors in the market by means of the major factors causing intensity of the competition [5].

In a field of activity of shipping companies it is possible to carry to competition factors: number of shipping companies and force of influence of the companies – competitors who in the greatest measure define competition level in the market.

All these factors, specifics and force of their impact on the competition demands more detailed consideration of everyone

The main task of shipping company is continuous improvement of results of activity for strengthening of available advantages. It is promoted by more effective operation of fleet, the organization of better service of clients. Therefore, to bypass the company to competitors it is necessary to improve the results of activity.

For deduction by shipping company of competitive advantages it is necessary:

- to increase quality of satisfaction of requirements of clients;
- to form long-term advantages;
- to consider tendencies of development of branch;
- to undertake counter-measures against competitors for the purpose of protection of a field of activity of the company.

Deduction of competitive advantages, increase of level of competitiveness in global economy are promoted by constant aiming of shipping company at steady reduction of all types of expenses, improvement of qualitative characteristics of navigable production at simultaneous reduction of prices.

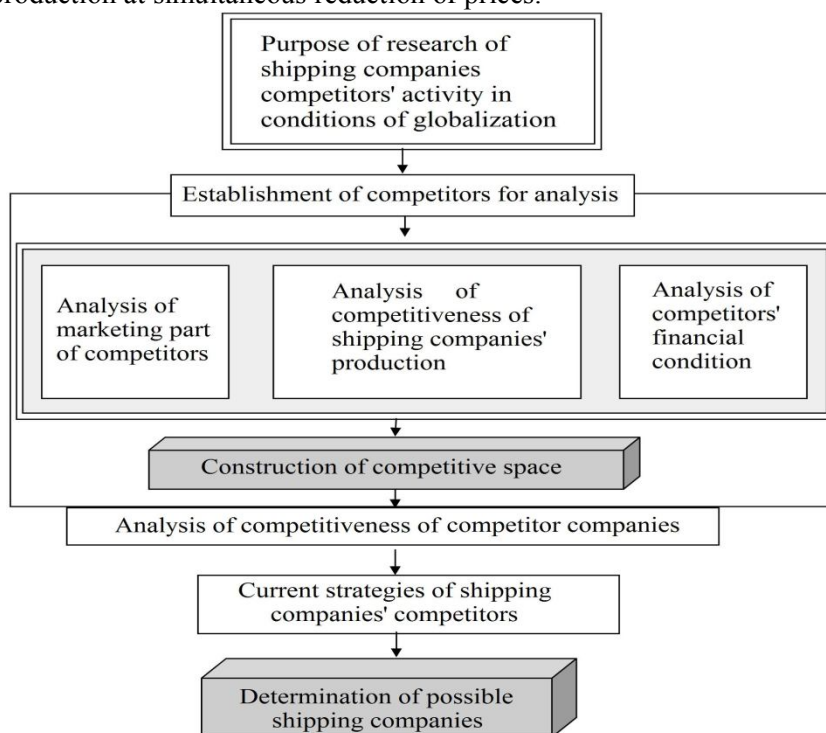


Fig. 1. Analysis stages of activity of competitors of shipping companies in the conditions of globalization

The foregoing testifies that competitive advantages to shipping companies of Ukraine should be carried out by means of realization of one of two directions of research:

- the analysis of desires and possibilities of participants of the navigable market (definition of potential needs of clients which weren't considered so far during production economic activity implementation) and on this basis of realization of a complex of actions for increase of level of competitiveness of the company;
- the analysis of activity of the navigable rival companies (receiving data on sources of their successes with the subsequent loan of positive experience, and whenever possible, its improvement).

At formation of competitive advantages of shipping company it is necessary to consider experience of the enterprises of other branches and possibility of

expansion of fields of activity, i.e. development of technologies in the field of navigation. Considering the directions of work of shipping companies, it is necessary to consider interests and needs of clients. Strategy of deduction existing and involvement of potentially new clients of shipping companies should stimulate development of actions for increase of level of satisfaction of clients of shipping companies.

Factors of attraction (appeal) to shipping companies consists in the following:

- providing stable freight traffic from cargo owners who besides limited moving of cargo need final moving of cargoes to point of its final consumption;
- attraction of adjacent means of transport – interests of cargo owners which use services of adjacent means of transport, for cargo moving on a terminal point.

Principles of globalization of the economic relations, including strengthening of the international division of labor, specialization and production regulation, concentration and unification of rules of the productive and economic and commodity-money relations, predetermine the main directions of improvement of transport economic relations.

The tendency of export of the capital by criteria of investment and territorial efficiency in the general processes of globalization causes a certain rationalization of transportations despite some increase in range of transportation. Quality of production thus raises and preparation for its delivery for consumption places that provides reduction of average expenses of transport on unit of a gross national product is optimized.

On transport globalization is shown not so much in concentration of the capital, how many in improvement of logistic technologies, rapid development of intermodal transportations and deliveries of the goods «from a door to a door» (widely using container carriers). Cooperating means of transport, terminal, warehouse devices supplement each other, work for the end result, instead of compete among themselves in aspiration to raise own economic indicators. As a result of creation of a uniform complex of the address of the goods there is a synergetic effect.

The new type of business – global logistic production, or partnership of the industrialist and the businessman is formed, there is a consolidation of all participants of process with a view of achievement of a continuity of movement of a material stream.

The system of complex interaction of different types of transport in multimodal transport technologies follows from the general problems of rationalization of transport economic relations of the region and predetermines increase of macroeconomic overall performance of trading ports and fleet. In these conditions development of national transport knots, allows to optimize a share of a transport component in a gross national product (GNP). The main forms of effect of improvement of interaction of transport enterprises is growth of transport ability and capacity at relative decrease in investment resources; growth of intensity and delivery of the goods; increase of reliability and safety of delivery of cargoes.

Tasks of improvement of operating conditions and increase of competitiveness of shipping companies:

- Improvement of conditions of navigation in domestic market (reconstruction of internal waterways and improvement of operational parameters of navigable hydraulic engineering constructions for increase of their capacity, increase

in extent of internal waterways with the guaranteed dimensions of ship courses and a shined situation, creation of navigable conditions for delivery of cargoes, modernization of technical fleet, development of infrastructure of waterways for ensuring transportations on the international transport corridors);

- Development of transport fleet according to requirements of the developing global market (carrying out repair and fleet modernization at ship-repair plants, fleet replenishment at the expense of the purchase of vessels, the accelerated write-off morally and physically out-of-date vessels, preparation of the decision on prohibition of operation of the vessels creating threat for safety of navigation);

- Formation and development of economically well-founded and investment and attractive shipping companies by stimulation of processes of restructuring and reforming of the enterprises of branch, increase of efficiency of their work, assistance by processes of integration, globalization and formation of the large competitive companies when ensuring the competition in the market of transport services of an inland water transport;

- Interaction expansion with the mixed means of transport at the expense of introduction of qualitatively new logistic schemes and technologies of the organization of transport process, first of all intermodal transportations on the basis of development of logistic complex transport knots;

- Navigation safety including ecological safety.

**Conclusion.** In practical activities, the importance gets studying of activity of competitors to turn their competitive advantages to itself on advantage. It is possible, since competitive advantages considerably depend on a number of factors (the size of the enterprise, level of differentiation of its activity etc.). In process of the development each company including navigable, solves the certain problems directed on development of competitive advantages and achievement of a steady competitive position in the freight market.

Thus, competitive advantage of shipping company depends on the general strategy and structure of the company, strategy of the competition, demand conditions (exporters, importers, forwarding agents etc.), conditions of ancillary industries (broker activity, insurance, the bank sphere, shipbuilding), productivity factors (a manpower, the capital).

The optimum combination of separate receptions and methods of two directions of researches is offered:

- to choose along with strategy of shipping company the corresponding tactics of the behavior answering to purposes of shipping company;

- for increase of level of competitiveness of shipping company to consider experience of the enterprises of other branches since the modern economic situation in system of globalization of the economic relations testifies to domination of the interbranch competition in development of the competitive relations.

In connection with formation of the market relations in Ukraine in the 1990th appeared and the new scientific and practical direction – logistics became active to develop. The reasons of increase of interest to logistics are caused by requirements of development of economy and business. It is possible to tell with confidence that the logistics provides search of compromises between functions in aggregate, forming a material stream.

Today the role of logistics is defined by system interaction of five major factors: economic, organizational and economic, information, technical and specific (for Ukrainian) conditions.

The logistic approach consists in consideration of organic communications and integration of different types of activity into uniform system.

As the world practice testifies, leadership in competitive fight are reached only by the one who owns the theory of logistics and uses its methods in practice.

It is possible to argue that at the present stage the concept of competitiveness of shipping company consists in obtaining competitive advantage at the expense of the offer of high-quality transportations.

The new type of business – global logistic production, or partnership of the industrialist and the businessman is formed, there is a consolidation of all participants of process with a view of achievement of a continuity of movement of a material stream.

The system of complex interaction of different types of transport in multimodal transport technologies follows from the general problems of rationalization of transport economic relations of the region and predetermines increase of macroeconomic overall performance of trading ports and fleet.

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#### Аннотация

Учитывая, что в сфере функционирования конкурентного рынка в условиях глобализационных процессов, предпринимательские структуры могут существовать только при условии наличия у них определённых преимуществ, что позволяет завоёвывать более прочные позиции на рынке транспортных услуг, по сравнению с конкурентами [1].

Автор, с учётом результатов анализа существующих классификаций конкурентных преимуществ для судоходных компаний предлагает следующие направления:

- по отношению к системе: внешние и внутренние;
- по сфере возникновения: природно-климатические, политические, технологические, экономические;
- по содержанию: качество, цена, затраты клиента продукции;

- по месту реализации преимущества: рейтинг компании;
- по времени реализации: стратегические и тактические;
- по виду получаемого конечного результата: экономические, экологические;

По нашему мнению следует выделить четыре стратегические позиции, основанные на конкурентном преимуществе в сфере формирования издержек в условиях глобализации:

1. Преимущество по затратам (дифференциация), которое охватывает узкий сегмент рынка – судоходная продукция реализуется по более низким ценам, чем у компаний – конкурентов.

2. Преимущество по затратам (низкая дифференциация), где компания охватывает широкий сегмент рынка – позиция желательна, если преимущество по затратам сохраняется и поддерживается. Доля рынка, полученная в результате широкого охвата сегмента локального рынка, позволит увеличить прибыль.

3. Преимущество по дифференциации и узкий охват рынка, что присуще для небольших судоходных компаний и развитых компаний-конкурентов на больших сегментах рынка.

4. Преимущество по дифференциации и затратам с широким охватом рынка – позиция является прибыльной, доминирующей с точки зрения доли рынка.

Для судоходной компаний конкурентное преимущество – это существенное отличие, которое обуславливает заинтересованность клиентов использовать для морской перевозки флот именно данной судоходной компании, имеющей превосходство относительно конкурентов. Такое превосходство может быть основано на высоком уровне качества обслуживания и ответственности компании за результаты своей деятельности.

Составляющими конкурентного преимущества должны быть:

- экономическая (цена услуги, страховые расходы, эксплуатационные расходы, налоговые сборы);
- техническая (грузовместимость, навигационные показатели, численность экипажа, условия перевозок);
- коммерческая (профессиональная подготовка кадров, рейтинг компании, возможность осуществления инвестиционной деятельности).

В практической деятельности, важное значение приобретает изучение деятельности конкурентов с тем, чтобы обратить их конкурентные преимущества себе на пользу. Это возможно, т.к. конкурентные преимущества значительно зависят от ряда факторов (размера предприятия, уровня дифференциации его деятельности и т.д.). По мере своего развития каждая компания, в том числе и судоходная, решает определённые задачи, направленные на развитие конкурентных преимуществ и достижение устойчивой конкурентной позиции на фрахтовом рынке. Таким образом, конкурентное преимущество судоходной компании зависит от общей стратегии и структуры компании, стратегии конкуренции, условий спроса (экспортеры, импортёры, экспедиторы и т.д.), состояния вспомогательных отраслей (брокерской деятельности, страхования, банковской сферы, судостроение), факторы производительности (трудовые ресурсы, капитал).



Формирование конкурентных преимуществ судоходных компаний позволит усилить конкурентные позиции судоходной компании и оценить возможности своих конкурентов, что в дальнейшем поможет быстрее реагировать на изменения, происходящие на глобальном рынке.

Принципы глобализации экономических отношений, включающие усиление международного разделения труда, специализации и регулирования производства, концентрацию и унификацию правил производственно-экономических и товарно-денежных отношений, предопределяют основные направления совершенствования транспортно-экономических связей.

Тенденция экспорта капитала по критериям инвестиционной и территориальной эффективности в общих процессах глобализации обуславливает определённую рационализацию перевозок несмотря на некоторое увеличение дальности транспортировки. При этом повышается качество продукции и оптимизируется подготовка к доставке её к местам потребления, что обеспечивает сокращение средних затрат транспорта на единицу валового национального продукта.

На транспорте глобализация проявляется не столько в концентрации капитала, сколько в совершенствовании логистических технологий, бурном развитии интермодальных перевозок и доставки товаров «от двери до двери» (широко используя контейнеровозы). Взаимодействующие виды транспорта, терминальные, складские устройства дополняют друг друга, работают на конечный результат, а не конкурируют между собой в стремлении повысить собственные экономические показатели. В результате создания единого комплекса обращения товаров возникает синергетический эффект.

Формируется новый вид предпринимательства – глобальное логистическое производство, или партнёрство промышленника и коммерсанта, происходит консолидация всех участников процесса в целях достижения непрерывности движения материального потока.

Система комплексного взаимодействия различных видов транспорта в мультимодальных транспортных технологиях вытекает из общих задач рационализации транспортно-экономических связей региона и предопределяет повышение макроэкономической эффективности работы торговых портов и флота. В этих условиях развитие национальных транспортных узлов, позволяет оптимизировать долю транспортной составляющей в валовом национальном продукте (ВНП). Основными формами эффекта совершенствования взаимодействия транспортных предприятий является рост провозной и пропускной способности при относительном снижении инвестиционных ресурсов; рост интенсивности и доставки товаров; повышение надёжности и безопасности доставки грузов.