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INTERACTION MECHANISM OF TRANSPORT BUSINESS ENTITIES IN THE ORGANIZATION OF CARGO DELIVERY

At the turn of the twentieth and twenty-first centuries, the neo-classical management theory emerged, within which advanced approaches to the governance of business entities in the manufacturing and service sectors, including transportation, were developed. Among these approaches are the Agile methodology and the Scrum framework, which serve as a methodological foundation for ensuring effective, coordinated management of the joint activities of such entities. This coordination is achieved through their interaction aimed at identifying manageable solutions that lead to the alignment and satisfaction of mutual business interests. This study examines the aforementioned approach in the context of ensuring effective interaction between freight forwarding companies and their stakeholders, namely cargo owners and transport enterprises. The paper identifies the prerequisites for the formation of a mechanism of interaction among transport business entities by substantiating an appropriate approach to addressing this issue. It is demonstrated that the logic underlying the development of such a mechanism should be based on viewing the aforementioned entities as components of an integrated system, in which freight forwarders act as providers of service offerings, while stakeholders function as consumers of these services. At the same time, freight forwarders perform an intermediary role between service consumers, and their mission consists in facilitating each stakeholder's attainment of the maximum possible benefit. An approach to the resolution of conflicting issues is substantiated through the generalization and synthesis of ideas, concepts, and theoretical provisions that constitute the components of the interaction mechanism among the participating entities. It is demonstrated that, as a result of the implementation of this approach, the competitive (confrontational) potential of the interacting entities is progressively transformed into cooperative relations, which fully corresponds to the essence of harmonizing the positions of the interacting parties while achieving the desired benefits for each of them. Methodological tools for harmonizing the business interests of stakeholders, as clients of freight forwarding companies, are developed using the example of determining compromise (contractual) performance indicators for cargo transshipment and ship handling processes.

Keywords: *cargo delivery, stakeholders, interaction, harmonization of business interests, negotiation process, compromise indicators.*

Formulation of the problem. The development of modern management approaches in production and service sectors, including transport – such as transformation and flexible management concepts – has opened extensive opportunities to ensure effective coordination of joint activities among business entities, achieved through their business interaction.

This trend emphasizes the need to ensure objectivity in the negotiation process by generating mutually beneficial solutions, given the complex psychological challenge for each party to satisfy its interests without neglecting the counterparty's [1, 2].

At the current stage, research should focus on establishing a scientific foundation for managing transport business entities, i.e., stakeholders, which include enterprises of interrelated transport sectors providing door-to-door cargo delivery, interacting with freight forwarding and agency companies.

This approach is justified by both the relevance of this research direction and prospects for digitalizing management processes of these enterprises. Attention is focused on finding ways to improve business interaction among these entities, as a key condition for their successful functioning and development.

The problem addressed in this work is to substantiate the main principles for creating an interaction mechanism between transport enterprises and cargo owners, as well as among themselves, to reconcile their business interests as participants in cargo delivery processes mediated by freight forwarding and agency companies.

Analysis of recent research and publications. First of all, it should be noted that interaction as a component of the management process remains insufficiently studied, even in general terms. The initiation of research on interaction problems in the transport sector, in its modern understanding, is presented in studies [3 – 8]. In [3, 4], a comprehensive set of issues was examined regarding the development of a mechanism to ensure coordinated management of interacting transport systems, using the example of transport hub enterprises, with an in-depth consideration of aligning contractual time norms for processing railcars at port cargo fronts (terminal operators). In this approach, it is proposed to carry out the coordination procedure directly, i.e., without the involvement of intermediaries. The synthesis of scientific results presented in [3, 4] was further generalized in the dissertation research [5], which also considered the case of coordination in the "cargo owners–transport enterprises" system with the participation of a logistics operator as an intermediary structure.

In [6, 7], a targeted study of interaction as the main instrument of coordination was initiated, using transport hubs as examples, in a framework focused on forming partnership relations between enterprises during the organization and implementation of cargo handling processes without intermediary structures. This approach received significant development in [8] based on the latest concepts of agile transformation and flexible management [9, 10] in application to the problem of ensuring interaction between forwarding companies and transport process participants.

Thus, research on the organization of interaction among market actors in this direction is of considerable interest, and its further development is undoubtedly relevant both theoretically and practically.

Task statement. The study aims to perform an in-depth analysis of theoretical and methodological components of interaction in managing interconnected systems. To achieve this objective, the study addresses the following tasks:

– to substantiate the theoretical component of the interaction mechanism between enterprises and organizations operating in the transport business sector;

– to develop the methodological component of the aforementioned mechanism within the framework of addressing the task of harmonizing the business interests of the specified transport business entities.

Outline of the main material of the study. *Theoretical aspect of the study.* When considering the creation of a mechanism for the interaction of transport business entities, we proceed from the assumption that this mechanism should ensure the gradual convergence of positions of the interacting entities to a situation where their business interests are satisfied. To this end, we take into account the results of studies on the problem of coordinating the management of cargo handling processes at transport hubs [3 – 5], the interaction of enterprises within transport hubs [6, 7], and the interaction of forwarding companies with participants in the transport process [8], in order to further develop the constructive ideas proposed in these works.

Thus, from the essence of the concept of interaction as a component of the management process, it follows that its implementation requires the aforementioned mechanism for converging positions of interacting entities to a state where their business interests are fulfilled. Solving such problems in a formal sense is achieved through the development and implementation of controlled decisions, while in a broader sense, it is achieved through management performed independently by each entity [8]. This implies that the approach to creating such a mechanism should be based on the principles of modern theory of coordination of management of interacting systems (hereinafter referred to as IS).

The proposed theory, as shown in [4], is based on the concepts of coordination and interaction as components of the management process. Coordination acts as a tool to combine IS and bring them into a certain alignment, while interaction serves as both a condition and a means for implementing coordination. It is important to emphasize that these concepts have a general methodological significance and play a key role in studies examining the logic of the "human factor", particularly regarding the style of business behavior of market actors as they seek to maximize their interests.

Coordination and interaction in management are inextricably linked, which is clearly illustrated in market theory when exploring the relationship between demand, supply, and prices for goods and services [13]. This relationship is interpreted as a process of interaction in which relative prices are determined through mutual adjustment (coordination) of consumers and suppliers. Interaction, as the process of achieving coordination of IS, manifests in the form of facilitation or opposition [12]. Facilitation is realized through the development of unity, cohesion, and integrity, which then transforms into cooperative relationships, i.e., joint constructive activity. Conversely, opposition is based on the effect of confrontation, initiating competition, resulting in conflict of interests when both parties claim the same valuable resource.

Currently, in all sciences studying interaction, facilitation, and opposition of production-economic actors, cooperation receives the most attention. From this perspective, a science called "Partnership Interaction" has emerged, based on interaction theory, exchange, participation, understanding, and marketing of partnership relations. It demonstrates that joint activity of IS leads to success when principles such as autonomy and equality, mutual recognition and trust, interest in mutually beneficial solutions, readiness for constructive cooperation, and voluntary acceptance of responsibility in dispute resolution are observed.

It is worth noting that in this field, emphasis is traditionally placed on facilitation (cooperation), while opposition (competition) remains "in the shadows", which contradicts the principles of market and mixed economies, where the coexistence of partnership and competitive relations is an objective reality. This necessitates ensuring a harmonious combination of the positive potential of both aspects as a condition for resolving conflicts through compromise, consensus, and agreement in discussions and dialogues.

A synthesis of the above ideas, concepts, and principles allows us to conclude that it is possible to create an effective mechanism for coordinating the management of any IS. In application to the tasks investigated in this study, such a mechanism is proposed in the form of an algorithm, whose concept was suggested in [4, 8]. The algorithm involves discussion, dialogue, and the achievement of compromise, consensus, and long-term agreement between IS during business communication.

The interaction of negotiating entities begins with discussion, during which each party initially prioritizes its own interests. Subsequently, the parties begin to seek a way out of this impasse by acknowledging the interests of the counterpart, thereby directing confrontation toward a constructive path. This tendency is maximized when communication takes the form of a dialogue, establishing a communicative space to compare and reconcile the conditions (interests) of the parties.

Through dialogue, IS achieve:

– compromise by reconciling situational cooperation conditions through mutual concessions;

– consensus by defining a mechanism for long-term interaction to ensure shared values;

– long-term agreement by adopting a common cooperation goal and identifying the individual benefit of each party.

From the described stages of business communication, it follows that initial relations are competitive, tending toward confrontation, while at the end of discussions, competitive potential decreases, and elements of cooperation emerge. During dialogue and achievement of compromise or consensus, relationships are characterized by simultaneous cooperation and competitive behavior, whereas in the stage of long-term agreement, cooperation dominates, with competition appearing only in the form of idea contention for specific issues.

The proposed mechanism for achieving agreement among IS can be considered a universal methodological tool, suitable for solving any problems related to coordination, including establishing contractual performance indicators. For long-term agreements, all steps of the algorithm must be followed; for short-term operational intervals, only the stages of discussion, dialogue, and compromise are necessary.

This approach is fundamentally based on high moral qualities of participants, which should guide all entities in developing joint managerial decisions. Nevertheless, in a market-oriented environment where each participant seeks to maximize personal gain, subjective behavior and "market egoism" may appear. However, such behaviors can be neutralized with proper methodological support for coordination of controlled decisions, as discussed below.

It should be noted that traditional management theory considers interactions between IS without intermediaries. The opposite scenario is considered in [5, 8] for the case when relations between cargo owners (CO) and transport enterprises (TE) are mediated by forwarding companies (FC) acting as moderators of door-to-door delivery.

The role of FC is to coordinate positions, interests, conditions, requirements, and preferences of stakeholders in cargo transport and handling processes. FCs must act as "servants of two masters", assisting COs in minimizing costs and TEs in maximizing revenues. This results in dual interaction scenarios: FC – CO and FC – TE, where the FC emulates the business behavior of TEs in the first case and COs in the second.

It is important to note that COs and TEs together form a system in cybernetic terms, alternating as either the controlling entity, generating influence on the counterpart, or the controlled entity, receiving influence. Their interaction occurs through reflexive management, where one party exerts psychological pressure to gain benefit.

Currently, two concepts of reflexive management exist. The first is chronological, where the initiator seeks personal gain by forcing the counterpart to make disadvantageous decisions – essentially manipulation under the principle "the end justifies the means." In

contrast, the Odesa school of reflexive management defines it as a guiding influence where the controlled entity acts according to the goals of the controlling entity while satisfying its own interests, achieving mutually beneficial outcomes.

From this, it follows that the first approach allows only one-time interaction, whereas the second creates conditions for long-term cooperation and strengthened business relations. It is logical and appropriate to further develop the above-described IS interaction mechanism based on the Odesa school reflexive management concept, integrated with agile transformation principles [9], which emphasize values such as: individuals and interactions over processes and tools; collaboration between developer and customer over contract negotiation. Moreover, agile management requires dividing the product creation process into interrelated stages, evaluating results at each stage, and seeking ways to improve subsequent work, including the development of intellectual products.

Methodological aspect of the study. As noted above, to ensure objectivity in resolving the relationships of interacting business entities (IBE), an appropriate methodological toolkit is required. In this study, it is proposed to develop such a toolkit based on the concept of "potentially achievable benefit" (as opposed to lost benefit), and it is assumed that this toolkit should be an essential component of the management system of service organizations, particularly the aforementioned forwarding companies (FCs).

The essence of the service mission of these companies regarding the benefit of their stakeholders lies in identifying opportunities to determine sources of benefit in specific situations and conditions at each stage of cargo delivery. In each case, the FC faces the task of determining concrete sources of benefit, the range of its quantitative estimates, and recommendations for stakeholders.

The first component of this proposed task in the transport sector is related to a universal source of efficiency, including benefit, which consists in time savings during cargo delivery processes, their stages, and operations. Therefore, FCs, as guarantors of stakeholder interests, must constantly seek opportunities to achieve this goal through interaction with each participant in the cargo delivery process.

The second component requires considering that the potential benefit, in quantitative terms, corresponds to the difference between the theoretically possible maximum revenue and the associated costs of implementing the proposed project. Its minimum value should be equated to the acceptable level of this indicator for the concerned stakeholder.

Finally, the third component of the task involves presenting the essence of the proposed FC project, justifying the amount of benefit from its implementation for each stakeholder, and determining the methodology for aligning the interests of the interacting parties.

Next, we describe the methodology for solving this task using the example of establishing contractual indicators for the vessel handling process (VHP), where the interacting parties are ports or port terminal operators (PTOs) on one side, and shipowners or charterers (S/C) on the other, with FCs mediating. The procedure for agreeing on these indicators is carried out through discussion, dialogue, and reaching compromise using the Scrum methodology.

It should be noted in advance that the use of contractual VHP indicators is directly related to solving the problem of systemic optimization of port production, particularly in determining the most advantageous sequence of vessel handling from the PTO's perspective. Typically, such situations arise when S/C faces the risk of violating cancellation deadlines or when a PTO needs (or finds it advantageous) to free a berth for another vessel. Clearly, in both cases, the handling intensity of the vessel must be increased.

Consider the following natural conditions:

– for the PTO, the costs of handling the vessel accepted for service increase due to reduced labor productivity (increase in labor intensity of cargo operations) caused by a higher concentration of labor resources on the vessel. At the same time, PTOs may incur losses in the form of fines for untimely handling of the cargo source from which labor resources are withdrawn.

– for the S/C, conversely, berth costs are reduced due to savings in port stay time.

Thus, in organizing accelerated vessel handling, the S/C always benefits, whereas the PTO only benefits if the increase in handling and related costs is compensated by the S/C through an agreed surcharge.

The procedure can be implemented using the idea of raising the standard dispatch rate, where the dispatch rule applies according to the postulate of "good maritime practice" and equals half the demurrage rate.

Let us consider the methodological aspect of performing this procedure by solving an appropriate task, starting with determining the contractual dispatch rate according to the postulates of "Good Maritime Practice," one of which stipulates that the standard dispatch rate should be half the demurrage rate, which in turn equals the vessel's daily port stay costs.

Consequently, the contractual dispatch rate should meet the following conditions:

– for PTOs, it must exceed the standard dispatch rate plus the specific value of increased handling costs and potential losses at the cargo source.

– for S/C, it must not exceed the vessel's daily port stay costs.

The formulated task is solved as shown in [14] using the following scheme:

– the initial data for determining the dispatch rate (d) are fixed, namely;

– increase in PTO handling costs ($\Delta R_{\text{п}} = R_{\text{п}} - R^{0}_{\text{п}}$);

– possible PTO expenses ($F_{\text{п}}$);

– possible PTO losses (F);

– ship daily berth costs (S_{c});

– proposed S/C vessel handling time (T);

– demurrage rate ($d_{\text{м}} = S_{\text{c}}$);

– standard dispatch rate ($d_{\text{c}} = 0{,}5d_{\text{м}} = 0{,}5S_{\text{c}}$);

– minimum dispatch rate from PTO's perspective ($d_{\min} = 0.5S_{\text{c}} + (\Delta R_{\text{п}} + F_{\text{п}}) / \text{T}$);

– maximum dispatch rate from S/C's perspective ($d_{\max} = S_{\text{c}}$).

It seems clear that the sought contractual dispatch rate exists within a certain range, from its minimum to maximum values ($d_{\min} \le d \le d_{\max}$). Consequently, this indicator can formally be considered a random variable, with its most probable value shifted to the right, i.e., toward the maximum value if the shipowner is interested in accelerating vessel handling, or to the left when the initiator of the indicator under consideration is the port/terminal operator (PTO) [4].

Given that the values of this indicator are limited by a finite interval, and assuming that their distribution follows the law of random variables, the level of the contractual dispatch rate is determined in the first case by the formula:

$$d = \frac{3d_{\max} + 2d_{\min}}{5}, \qquad (1)$$

and in the second case, the level of the contractual dispatch rate is determined by the formula:

$$d = \frac{2d_{\max} + 3d_{\min}}{5}. \qquad (2)$$

In practice, several scenarios may arise for the PTO:

a) No increase in handling costs (labor productivity does not decrease regardless of labor resources), but losses occur;

b) Increased handling costs exist, but no losses occur (additional labor resources are drawn from reserve);

c) No increase in costs or losses occurs.

These situations require an adequate modification of the formulas for calculating the minimum dispatch rate, corresponding to scenarios a) – c) takes the form:

$$d_{\min} = \begin{cases} 0{,}5S_c + F_{\text{п}} / T; \\ 0{,}5S_c + \Delta R_{\text{п}} / \text{T}; \\ 0{,}5S_c. \end{cases} \qquad (3)$$

In scenario c), formulas (1) and (2) for calculating the contractual dispatch rate take the form: $d = 0{,}8S_{\text{c}}$, $d = 0{,}7S_{\text{c}}$.

The described methodology can also be applied with minor modifications when the dispatch rule is not in effect. In such a case, instead of the dispatch rate, a "bonus" can be introduced, which the S/C pays to incentivize PTOs for early vessel handling. Clearly, the maximum bonus ($b_{\max}$) should not exceed the vessel's daily port stay costs, while the minimum bonus ($b_{\min}$) should equal half of these costs. The bonus level (b) will then fall within the interval ($b_{\min} \le b \le b_{\max}$), determined analogously to formulas (1) and (2), as shown in formulas:

$$b = \frac{3b_{\max} + 2b_{\min}}{5}; \qquad (4)$$

$$b = \frac{2b_{\max} + 3b_{\min}}{5}. \qquad (5)$$

In scenario c), the bonus is calculated as $b = 0{,}8S_{\text{c}}$, $b = 0{,}7S_{\text{c}}$.

Similarly, the methodology for establishing the contractual cargo operation norm during vessel handling is created. It is based on the conditions that the contractual norm exceeds the charter norm by a certain value, and that the PTO receives a bonus from the S/C or FC for increasing loading/unloading intensity. The essence of the task is to determine the specific value of the bonus.

It is evident that the same methodology can be used to calculate the bonus that the S/C pays to the PTO for saved berth time when the dispatch rule does not apply, using the formulas: $b = 0{,}8S_{\text{c}}$, $b = 0{,}7S_{\text{c}}$

Finally, the issue of a contractual piece-rate for cargo handling can be discussed contractually, usually initiated by the FC due to the need to accelerate vessel handling. This task is solved by establishing a surcharge to the piece-rate, using the methodology for determining the contractual loading/unloading norm, with the indicator "bonus" replaced by "surcharge."

Conclusions. The results of the conducted study consist of the elaboration of a set of theoretical and methodological issues concerning the implementation of interaction between enterprises and organi-

zations in the transport sector during the process of cargo delivery from consignors to recipients.

In the theoretical part of the study, the following results were obtained:the prerequisites for creating a mechanism for the interaction of transport business entities were identified in terms of substantiating the approach to solving this problem:

it was shown that this mechanism should comply with the constructive ideas of modern management sciences and with tools such as coordination, interaction, cooperation, competition, harmonization of conditions, agile transformation, agile management, and reflexive management;

an algorithm for achieving compromise, consensus, and long-term agreement among interacting entities was developed, with a description of the content of the steps (stages) of its operations, which allows understanding the logic of the business behavior of participants in the contractual process;

it was demonstrated that, depending on the time horizon, the algorithm is implemented differently – for long-term periods, all steps are carried out, while for short-term intervals, it is sufficient to consider only the stages of discussion, dialogue, and reaching a compromise;

the conditions for practical implementation of the mechanism for harmonizing controlled decisions were identified by developing an appropriate methodological toolkit for the stages of dialogue and achieving compromise, consensus, and long-term agreement.

In the methodological part of the study, methods were developed for determining the levels of contractual indicators of the ship handling process (SHP), namely – the dispatch rate, the cargo loading/unloading norms, and the piecework rate for cargo handling in a probabilistic formulation.

The next stage of research on the topic of this study should be associated with the development of the interaction algorithm in multi-entity systems in both substantive and formal senses, as well as the development of computer technologies for solving tasks related to determining contractual indicators of the transport process in a remote setting.

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Павлова Н.Л. МЕХАНІЗМ ВЗАЄМОДІЇ СУБ'ЄКТІВ ТРАНСПОРТНОГО БІЗНЕСУ ПРИ ОРГАНІЗАЦІЇ ПРОЦЕСУ ДОСТАВКИ ВАНТАЖІВ

На рубежі XX-XXI століть відбулося становлення неокласичної теорії управління, у складі якої сформувалися новітні підходи до керівництва суб'єктами бізнес-діяльності у виробничій та сервісній галузях, зокрема на транспорті. До таких підходів належить зарахувати концепції agile-методології та scrum-методики як методологічної основи забезпечення ефективного узгодженого управління сумісною діяльністю згаданих суб'єктів, що досягається у процесі їх взаємодії з метою пошуку керованих рішень, які ведуть до задоволення взаємних ділових інтересів. Зазначений підхід досліджується в даній роботі стосовно забезпечення ефективної взаємодії транспортно-експедиторських компаній зі стейкхолдерами, тобто з вантажовласниками й транспортними підприємствами. В роботі визначено передумови створення механізму взаємодії суб'єктів транспортного бізнесу сенсі обґрунтування підходу до вирішення цієї проблеми. Показано, що логіку створення зазначеного механізму належить ґрунтувати на розгляді згаданих суб'єктів у складі єдиної системи, в якій експедитори виступають як виробники сервісних послуг, а стейкхолдери – як споживачі цих послуг. При цьому експедитори грають роль посередників між споживачами їх послуг, а їх місія полягає у сприянні кожному стейкхолдеру у досягненні максимально можливої вигоди. Обґрунтовано шляхом узагальнення ідей, понять, концепцій перерахованих вище складових механізму взаємодії контактуючих суб'єктів підхід до вирішення суперечливих питань. Доведено, що в результаті реалізації цього підходу конкурентний (конфронтаційний) потенціал контактуючих суб'єктів трансформується послідовно у відносини співробітництва, що цілком відповідає сенсу узгодження позицій контактуючих суб'єктів з досягненням бажаної вигоди для кожної з них. Розроблено методичний інструментарій узгодження ділових інтересів стейхолдерів як клієнтури транспортно-експедиторських компаній на прикладі визначення компромісних (договірних) показників процесів перевалювання вантажів та обробки суден. Отримані результати створюють основу для ефективної організації та управління договірним процесом у транспортному бізнесі.

Ключові слова: *доставка вантажів, стекхолдери, взаємодія, узгодження бізнес-інтересів, переговорний процес, компромісні показники.*

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