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FEATURES OF MODERN SHIPPING COMPANY MANAGEMENT

ОСОБЛИВОСТІ СУЧАСНОГО УПРАВЛІННЯ СУДНОПЛАВНОЮ КОМПАНІЮ

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Познанська І.В., Гусаріна Н.В., Юдін М.А. Особливості сучасного управління судноплавною компанією. Оглядова стаття.
Методи планування та управління у системі морського транспорту вимагають відображення особливостей діяльності підсистем галузі морського транспорту. У зв'язку з цим планування інвестиційної діяльності слід розглядати у вигляді гарантії збереження або розширення позицій підприємства на світовому торговому ринку. Важливим аспектом у розвитку підприємств морського транспорту є налагодження ефективних партнерських відносин з іншими компаніями та розвиток систем інтермодальних перевезень. Це потребує впровадження інноваційних технологій, які підвищують ефективність логістичних процесів та скорочують час і вартість перевезення вантажів. Створення стратегічних альянсів між компаніями також є важливим для формування конкурентних переваг і розширення географічного охоплення вантажоперевезень.
Ключові слова: інвестиції, оптимізація, судноплавна компанія, морський транспорт, розвиток

Poznanska I.V., Husarina N.V., Yudin M.A. Features of Modern Shipping Company Management. Review article.
Methods of planning and management in the maritime transport system require a reflection of the peculiarities of the activities of subsystems of the maritime transport industry. In this regard, planning of investment activities should be considered as a guarantee of maintaining or expanding the company's position in the global trade market. An important aspect in the development of maritime transport enterprises is the establishment of effective partnerships with other companies and the development of intermodal transportation systems. This requires the introduction of innovative technologies that increase the efficiency of logistics processes and reduce the time and cost of cargo transportation. The creation of strategic alliances between companies is also important for building competitive advantages and expanding the geographical coverage of cargo transportation.
Keywords: investment, optimization, shipping company, maritime transport, development

In modern conditions of functioning of all divisions of the maritime trade market, the organizational aspect of speeding up the delivery of goods becomes the most important. Along with this, ship owners solve two fundamental tasks based on the use of open registers of ships. The first group includes shipping companies that use flags of convenience for the standard minimization of the tax burden. Another group is formed by shipowners of substandard fleets, who use those open registers that do not control the condition of the fleet necessary for the needs of the International Maritime Organization.

Unfortunately, throughout the entire period of formation of the state approach, the problem of effective use of Ukraine's marine production potential was not solved and the security of economic positioning was not ensured by the factors of transport independence. At the same time, it is necessary to take into account that in global practice, maritime transport enterprises belong to system-forming institutional units.

In this regard, it is unacceptable for the state authorities to ignore the economic goals of the functional activity of maritime transport enterprises of any form of ownership. Unjustified from the provisions of economic theory [1], the actions of the country's departments regarding the withdrawal of the profit of commercial ports, which contradict the principles of EBITDA and system indicators. This led to limiting the possibility of their adequate development in relation to the conditions of the regional stevedore market. Two problems have arisen: either the growth of the technical backlog of the production potential and the loss of position in the development of cargo flows, or the search for external sources of credit investment for development projects.

Distortions in institutional transformations without taking into account real conditions and the effectiveness of implementation of standard and a number of unproven approaches are unacceptable. World practice reflects the efficiency of trade ports, regardless of the form of ownership of economic resources. However, the issue of real privatization was not considered in Ukraine for a long time. Instead, it should be about denationalization in the system of functional activity and management of sustainable processes.

In the system of development and concentration of investment resources, the principle of merger based on the integration of development should not be violated. Ignoring this principle during the creation of the "Ukrmorport" concern at one time, and later the AMPU with the authority to implement investment programs on the basis of cash resources actually withdrawn from enterprises, did not lead to an increase in production potential. Systemic violations of the principle of ownership and responsibility did not allow creating a real management system of operator and investment activities either in the initial idea (unification) or in the idea of the concern. Because some earned money, and others materialized from their position.

Therefore, an approach to assessing one's own efforts to minimize the impact of the risk of implementing a functional and investment strategy remains fundamentally important. The above causes the need to concentrate the attention of administrative structures on supporting the real business activity of all forms of operators.

Analysis of recent researches and publications

In the system of functional activity, it is important to observe the balance of costs and results when forming the design production potential of maritime transport enterprises as a form of reaction to the set of managerial decisions and technologies. Therefore, from the position of interests, this problem is actively considered and separate areas of constant improvement of the situation are formed, taking into account external restrictions and innovative strategies. In this aspect, the basic provisions [2-4] should be noted. Emphasis on the optimization of the situation should be noted: achieving a state of balance, responding to increased requirements for ensuring various forms of security, and optimizing the problem of the relationship between capital assets and seafarers' labor.

Along with this, constant attention is focused on the consideration of individual approaches by different researchers. In this aspect, it is enough to cite the approaches of the authors [5, 6] to emphasize certain provisions of improving the principles of development and ensuring the key requirements of the activity of shipping companies and trading ports in the global maritime trade market system.

Unsolved aspects of the problem

In the contemporary realm of maritime transport management, the industry grapples with persistent challenges that defy easy resolution. One pressing issue centers on environmental impact mitigation. While strides have been made in adopting sustainable practices, the maritime sector seeks more comprehensive solutions. The quest for alternative, low-carbon propulsion systems and eco-friendly fuel sources remains an ongoing challenge, requiring a delicate balance between economic viability and stringent environmental standards.

The priority of commercial participation in the sea trade market system determines the main tasks of individual business structures in solving the problem of profitability. Therefore, in the conditions of constant improvement of managerial approaches according to the criteria of technical balance, it remains necessary to analyze the requirements from the international division of labor and the necessary response of individual enterprises.

The aim of the article is the analysis of the modern control of the nature of the transformation of the basic characteristics of the global maritime trade market and the selection of appropriate reactions of business structures. In addition, the principle of standardization of the regulatory attitude to the use of natural resources is spreading.

Therefore, the conditions for ensuring normalized profitability under external constraints are considered. The main thing is the development of methods for calculating the parameters of the optimization of production activity according to the criteria of competitiveness.

The main part

Increasing the reliability of the shipping company's positioning is conditioned by maintaining an adequate technical and economic level of potential that meets current and future requirements for the level of demand and standards. Therefore, it is necessary to constantly monitor the parameters of changes in the basic characteristics of the maritime trade market and check individual characteristics of the company's life cycle. The current state and systemic characteristics of transformational processes [7] allows one to calculate the level of adequacy of the situation in the system of international division of labor (1).

$$x_i = \frac{\bar{\rho}}{n} \cdot \frac{\Sigma V_{qi}}{M_{in}} \qquad (1)$$

whilst $\bar{\rho}$– the probability of the occurrence of a situation that has a certain risk of imbalance;

n – the number of events (objects) affecting the effectiveness of functional activity;

V_{qi} – the level of capacity utilization of individual objects of the integrated transport subsystem (logistics complex);

M_{in} – the planned capacity of the transport sector's subdivisions, assuming normalization of the state of adjacent subsystems.

From a scientific point of view, the strategy of risk reduction, which is most widely used in the maritime industry, attracts attention. This is a multi-step formation of ownership and management functions in the shipbuilding industry. It is enough to cite the transformation of ownership of one of the Mykolaiv shipyards. The "Ocean" plant was listed as state property. Later, it was privatized with the participation of Danish capital and turned into "Damen Shipyards Ocean". Finally, FLC West Holding, headquartered in Luxembourg, became the owner. In fact, the main share of capital belonged to foreign operators and the country lost this industry. Even warships were built in foreign shipyards or bought on the secondary market.

An inherent consequence of such transformations is the potential dilution of domestic control and influence over the shipbuilding sector. As foreign entities become primary stakeholders, decision-making processes may reflect the interests and priorities of international partners, raising questions about national autonomy in a critical industry.

The case of the Mykolaiv shipyard also exemplifies the broader trend of outsourcing naval construction. The shift towards foreign ownership has led to the construction of warships in foreign shipyards or their acquisition from the secondary market. While this strategy might offer short-term economic advantages, it also poses risks to national security, as the country becomes dependent on external sources for its naval assets.

Furthermore, the dynamic nature of geopolitical relations adds an additional layer of complexity to the risk reduction strategy in the maritime industry. Shifting alliances, trade dynamics, and geopolitical tensions can impact the stability of foreign investments and collaborations. In the context of shipbuilding, these factors introduce uncertainties that necessitate a nuanced and adaptive approach to risk management.

It should be noted that in a number of studies excessive attention is paid to the problem of economic advantages of private property. This, in particular, led to accelerated privatization in shipping companies and increased consideration of this problem at the level of ports. The analysis shows that domestic investors did not actually start modernizing enterprises after privatization. Foreign investors largely focus their attention on maximizing profit extraction. It is known that the basis of profit growth is the low cost of labor in the country.

Taking the aforementioned into consideration, in the expansive realm of maritime transport, effective management serves as the linchpin for the seamless operation and sustained success of shipping enterprises. The intricacies of managing a fleet of vessels, navigating complex international waters, and ensuring the safety and efficiency of maritime operations demand a strategic and holistic approach to maritime transport management.

Central to this management paradigm is the optimization of operational efficiency. Maritime transport involves a myriad of processes, from chartering vessels to cargo handling and navigation. Efficient management entails meticulous planning, streamlined communication, and the integration of cutting-edge technologies. The use of real-time tracking systems, automated cargo handling, and data analytics contributes to the precision and effectiveness of operations, ensuring a smooth flow of goods across global waterways.

Financial acumen is a critical aspect of maritime transport management. Balancing the books in an industry characterized by fluctuating fuel prices, regulatory compliance costs, and the need for continuous vessel maintenance requires astute financial planning. Effective budgeting, risk assessment, and investment strategies are essential components of financial management in maritime transport.

Human resources management forms the backbone of maritime transport operations. Ensuring a skilled and well-trained workforce is essential for the safe and efficient functioning of vessels. Training programs, competency assessments, and fostering a safety culture contribute to the professional development and well-being of maritime personnel, enhancing overall operational resilience.

It is important to note that effective management in maritime transport requires a comprehensive and adaptive approach. As the industry continues to evolve in response to technological advancements, environmental imperatives, and geopolitical shifts, the role of management becomes increasingly pivotal in shaping the future of maritime transport.

However, modern economic theory clearly establishes the principles of sustainable positioning and the need to take risks into account when changing the current situation, which makes it possible to generalize the patterns of development for the subsystems of the maritime transport industry (Fig. 1).

The information-logic model (Fig. 1) reflects to a certain extent the general space of signs of cause-and-effect relationships and the main goals of sustainable positioning of subsystems of the maritime transport industry. The impact of changing conditions of development and operator activity is especially taken into account.

In the system of assessing the basic state of the maritime transport complex, the most important position is occupied by the structure of indicators for measuring the state and pace of innovative development [8]. Fig. 1 reveals the complexity of the interrelationships of the transition from the current state to an adequate one, relative to the changing parameters of the maritime trade market. The main thing is to maintain the position in critical conditions and expand it during the period of growth of international trade.

At the same time, the traditional factors of development and state optimization are transformed depending on the level of balance of the technical and economic level of transport enterprises and the volume of cargo flows.

Therefore, despite the complexity of the justification, it is necessary to use an integral assessment of the implementation of the main directions of increasing the shipping capacity of the fleet.

The goals of selecting development directions in modern shipping company management encompass strategic objectives, operational efficiency, technological integration, environmental sustainability, global market expansion, and conducting a thorough state analysis. Additionally, understanding resource needs is crucial to ensure the successful implementation of chosen strategies.

Conducting a state analysis is a fundamental component in the process of modern shipping company management. This analytical approach involves evaluating and comprehensively understanding the current state and dynamics of the company within the broader maritime industry. The primary goals of a state analysis are to identify the company's strengths, weaknesses, opportunities, and threats (SWOT analysis) and to assess the external factors influencing its operations, including internal and external factors.

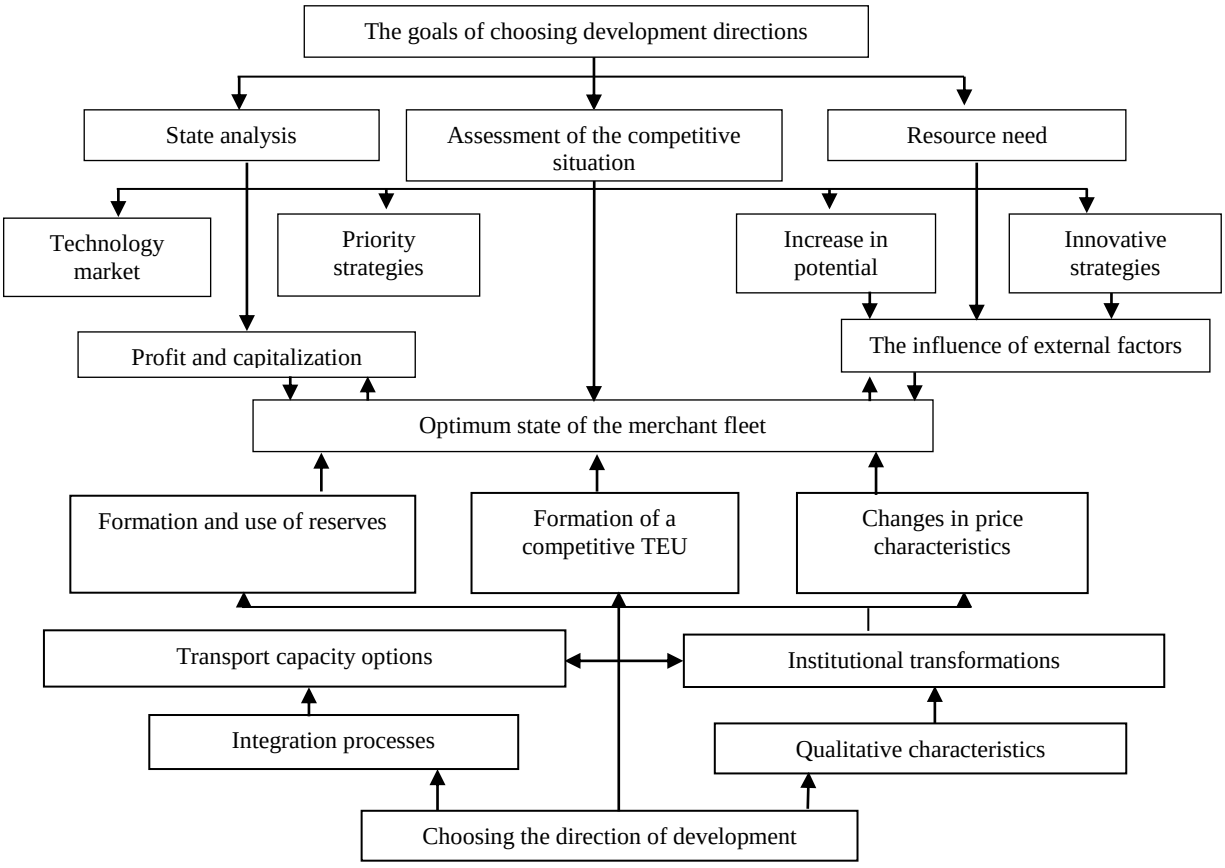

Figure 1. Measurement and planning of innovative directions of development of maritime transport enterprises
Source: author' own elaboration

Speaking of internal evaluation, a crucial aspect of the state analysis is an internal evaluation of the shipping company. This involves an in-depth examination of its existing resources, capabilities, and overall performance. Identifying strengths allows the company to leverage its advantages, while recognizing weaknesses enables strategic planning to address and overcome challenges. Internal evaluation sets the groundwork for informed decision-making and strategic development.

Speaking of external factors, understanding them is equally vital in a state analysis. This entails assessing the industry's macroeconomic trends, regulatory environment, technological advancements, and market dynamics. External factors contribute to the company's opportunities and threats. Recognizing opportunities allows the company to capitalize on emerging trends, while identifying threats helps in developing proactive strategies to mitigate risks and challenges with a proper assessment management.

Such an assessment forms alternatives for choosing projects for effective positioning of the national merchant fleet, first of all, based on the principles of specialization [8]. Taking into account the short-term cyclicality of the maritime trade market and the medium-term cyclicality of economic development, it is necessary to choose the degree of concentration very carefully, taking into account the manifestation of the time factor. In these conditions, shipowners must control the rate of growth of not only deadweight, but also innovative characteristics of competitiveness [9].

The effectiveness of the development and functional activity of any units of maritime transport is achieved on the condition that the interests of all system participants are balanced. This is especially evident when the forms of ownership change and the basic state of social parameters is violated. At the same time, it should be

taken into account that most forms of privatization violate the principle of Pareto-efficiency. This is evidenced by the events in the European Union during the attempt to reform ports based on a change in the use of stevedore subsystem workers.

As a result of the opposition of the port workers, 67 ships could not enter the port of Marseille in just 24 hours. The cargo flow was completely stopped. Access to terminals was also blocked in the ports of Bordeaux, La Rochelle, Le Havre. But, despite this, the privatization program "on the basis of European experience" was justified in Ukraine from time to time during the change of ministers of the transport department. As can be seen, experience does not confirm expectations of effective privatization. China's ports without privatization are not inferior to Japan's ports in terms of efficiency.

In the intricate domain of contemporary maritime transport management, a tapestry of nuanced features defines the trajectory of the industry. Embracing sustainability emerges as a pivotal facet, as shipping companies navigate a landscape increasingly shaped by environmental imperatives. Investments in fuel-efficient vessels, exploration of alternative energy sources, and the integration of environmentally conscious operational practices underline a commitment to mitigating the industry's ecological footprint.

Autonomous shipping technologies redefine operational paradigms, positioning the industry at the forefront of technological innovation. From autonomous vessels to remote-controlled drones for inspections, the embrace of autonomy not only streamlines operations but also addresses pivotal challenges like crew shortages and safety concerns. Regulatory frameworks evolving to accommodate these technological shifts underscore the industry's commitment to shaping a future where autonomy is seamlessly integrated.

Amid the technological surge, cybersecurity resilience becomes an imperative component of maritime transport management. The digital infrastructure, integral to contemporary operations, necessitates robust measures to safeguard against cyber threats. Companies invest strategically to protect sensitive data, ensuring the secure flow of operations in an interconnected maritime ecosystem.

Collaborative ecosystems emerge as a strategic imperative, fostering synergies within the maritime industry. Partnerships with technology providers, logistics firms, and other stakeholders facilitate knowledge sharing and specialization, enhancing overall industry resilience and competitiveness. The collaborative ethos reflects a collective recognition that the challenges and opportunities of the maritime landscape are best navigated through cooperative endeavors.

Human-centric technology adoption signifies an understanding that the workforce remains integral to the industry's success. Training programs, upskilling initiatives, and the cultivation of a technological literacy culture ensure that the human element aligns seamlessly with the industry's digital evolution. It is not merely about adopting technology but empowering the workforce to actively contribute to the innovative culture shaping the maritime sector.

Regulatory compliance, coupled with a transparent ethos, underscores a commitment to ethical business practices. Companies proactively align with international regulations, not just as a requirement but as an integral part of their commitment to responsible and sustainable maritime operations. Transparent reporting enhances credibility and trust, reinforcing the industry's position as a responsible steward of global maritime resources.

The basis of the management of the effectiveness of commercial development projects is the assessment of the parameters of the initial capital reimbursement during the main stages of the life cycle [10]. Depreciation deductions for objects of sea transport during the service period, taking into account the norm of capital accumulation in the case of production use of financial resources and the time of deposit accumulation for 1 turnover, are as follows:

$$K_{pf} = \frac{K_{pb}}{T_{ln}} T_{lf} n_o (1-\beta)(1+p_r)^{tj} \quad (2)$$

Whilst $T_{ln} = T_{lf:}$

$$\sum_{i=1}^{T_{ln}} K_p \frac{H_a}{100}(1+\beta) n_o (1+p_k)^{t-i} \quad (3)$$

whilst T_{ln}, T_{lf} – normative and actual service life of transport objects;

n_o – turnover ratio of capital assets according to competitive systems or realistically before disposal of the object;

Kp – book value or market value of the object;

pk – coefficient of production accumulation within the accounting rate;

β – the share of depreciation deductions used for simple reproduction within the life cycle of the enterprise.

Such calculations make it possible to determine the expedient term of the restructuring of the shipping company based on the choice of the competitive technical and economic level of the next generation of vessels. At the same time, it is necessary to take into account world experience and theoretical approaches to ensuring economic stability, revealed in various schools, and primarily in institutionalism. Even in the conditions of a

traditional mixed economy, in crisis situations, from the point of view of social guarantees, the principle of centralization is strengthened. At the same time, the regularity remains: "During decentralization, the turnover of companies increases and the number of bankruptcies in the field of transport services increases" [11]. However, it is necessary to take into account that the role of the quality of transport service of commodity flows increases for the further restoration of economic balance.

In the anti-crisis management system, the process of situation analysis and subsequent decision-making is of fundamental importance. Therefore, approaches to the grouping of economic information are distinguished. In merchant shipping, analytical information reflecting the changing situation in the region of operator activity based on multimodal technologies is important for managing current efficiency based on trouble-free chartering of ships.

Operational information about the foreign economic activity of the main participants in the international division of labor and the implementation of the plans of the leading shipping companies is important for managing current competitiveness. At this level, the control of the liquidity of the shipowner and the dynamics of the value of his capital assets, which are based on the technical and economic parameters of the ships, is of fundamental importance.

On the basis of strategic information, decisions are made on strengthening the competitiveness of the SC on the basis of investment projects and restructuring. At the same time, the quality of information can be attributed to the competitive advantage of a shipping or operating company.

In the realm of modern shipping company management, a pivotal focus lies on effective anti-crisis strategies and decision-making processes. Fundamental to this approach is the careful grouping of economic information, particularly in merchant shipping where analytical insights into the evolving operational landscape are vital. As it was mentioned earlier, multimodal technologies play a central role, facilitating the efficient chartering of ships and ensuring adaptability to dynamic market conditions.

Operational information takes precedence in managing the current competitiveness of shipping companies. Understanding foreign economic activity, especially in the context of the international division of labor, is critical. This level of management involves tracking the implementation of plans by leading shipping entities and scrutinizing the technical and economic parameters of their fleets. The control of liquidity and the dynamics of capital assets further contribute to maintaining operational prowess.

Strategic decision-making is anchored in comprehensive strategic information, guiding shipping companies towards enhancing their competitiveness through investment projects and restructuring initiatives. The quality of information, therefore, becomes a competitive advantage in a landscape characterized by rapid changes and uncertainties. Reliable data empowers companies to navigate market trends with agility and position themselves strategically for long-term success.

The crux of modern shipping management extends to the integration of multimodal technologies, a game-changing aspect in the industry. The seamless coordination of sea, air, and land transport modes optimizes efficiency and reduces operational costs. Tracking systems, automated cargo handling, and real-time communication tools further enhance the logistical landscape, ensuring a holistic and integrated approach to shipping.

Operational efficiency also hinges on the meticulous control of liquidity and capital assets. Monitoring the shipowner's liquidity, coupled with an assessment of the dynamic value of capital assets based on technical and economic ship parameters, is fundamental. This approach not only ensures financial stability but also positions companies to capitalize on emerging opportunities while mitigating risks.

Conclusions

In conclusion, the features of modern shipping company management intertwine strategic decision-making, operational efficiency, and technological integration. Navigating the complexities of the maritime industry requires a comprehensive approach that embraces the challenges of anti-crisis management, leverages multimodal technologies, and places a premium on the quality of information. As the industry evolves, embracing these features becomes not just advantageous but imperative for sustained success.

In the system of solving the problem of balancing the state of the maritime transport enterprise in relation to the parameters of the maritime trade market, the problem of innovative use of projects and integration technologies of positioning is singled out. The interest of enterprises in the technical improvement of the main type of activity, which ensures the stability of demand relative to competitors, remains important. Therefore, the problem is the concentration of the resources of the maritime transport enterprise, taking into account the macroeconomic state of the national economy and the sea trade market according to the criteria of stability of positioning.

It is essential to concentrate the potential of maritime transport enterprises both in competitive segments in terms of profitability and in the system of ensuring the transport safety of the export of leading products. Unfortunately, more than 90 percent of the country's grain exports are provided by the foreign fleet with a corresponding loss of foreign exchange. A transition from the status of a state with a gray-listed fleet to the status of a fleet of innovative characteristics is necessary. This is what determines the need to develop special measures for the systematic support of the national entrepreneurial structures of the state. The development

practice of the Nibulon company demonstrates the possibility of getting ahead even in a system with leading competitive strategies.

It remains relevant to evaluate the effectiveness of innovative solutions from the point of view of compliance of business strategies with macroeconomic and global requirements. This determines the optimization of the position of the fleet and the port in the maritime trade market.

Abstract

The relative stability of the development of the maritime trade market determines the task of planning an adequate state of the production potential of the fleet and trading ports. One of the most important requirements for planning the development and operation of maritime transport enterprises. At the same time, the methods of standard planning of business structures in the maritime transport system require a reflection of the peculiarities of the activity of the subsystems of the maritime transport industry. In this regard, the planning of investment activities should be considered in the form of a guarantee of maintaining or expanding the company's position in the global trade market. The complexity of solving the problem is determined by three conditions-limitations. The first is the high activity of competing structures occupying leading positions in the maritime trade market. The second is the difficulty of establishing the patterns of development of the specialization sector during the life cycle of the fleet. The third is the dynamism of changes in innovative technologies, which reflect the requirements of economy and the growth of system security costs.

Therefore, the development of any maritime transport company requires special approaches to assessing the state of the external environment and the possibility of achieving an adequate state in relation to external constraints. The implementation of effective investment policies requires an analysis of the nature of the external environment, which reflects the development of the global maritime trade market, and the identification of the factors that determine the risks and opportunities for the development of the fleet and ports. It is important to note that the development of maritime transport enterprises is not only influenced by economic and technical factors, but also by political and legal conditions. The success of the development of a maritime transport company largely depends on the ability to adapt to changes in the external environment and the introduction of modern management technologies. In this context, special attention should be paid to the development of a sustainable strategy that takes into account the requirements of the global community in terms of environmental protection and the implementation of measures to reduce the carbon footprint of the fleet.

The important aspect in the development of maritime transport enterprises is the establishment of effective partnerships with other companies and the development of intermodal transportation systems. This requires the implementation of innovative technologies that improve the efficiency of logistics processes and reduce the time and cost of cargo transportation. The establishment of strategic alliances between companies is also important for the formation of competitive advantages and the expansion of the geographical coverage of cargo transportation.

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