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Abstract. In modern conditions of economic globalization, high dynamism of external environment, economic strategy of transport organization plays an important role in maintaining its competitive advantages, long-term development. For effective achievement of set strategic goals it is necessary to use an adequate mechanism based on completeness and interrelation of its constituent instruments. The main objective of the study presented in this paper is to develop methodological provisions on formation the mechanism of realization economic strategy for transport organizations. The principles of its construction have been proposed, the key components have been defined. Finally, an attempt to implementation this mechanism into the transport organization management system has been realized.

1. Introduction
In modern conditions of economic globalization, high dynamism of external environment strategic management is becoming one of the key factors of company’s competitiveness.

The scope of strategic decisions in the sphere of economy of transport organizations is quite broad: what, to whom, in what volume, by what means to provide transportation services, pricing policy, budgeting, personnel motivation, economic analysis and others.

This determines the significant range of tools and techniques of strategic management and importance of variety of tools to achieve effective results.

In spite of the strategic growth plans, adequate to the vector of long-term national transport system development, most of the domestic transport companies do not achieve the set goals.

In this regard, it is relevant to study contemporary tools of strategic management, their application in domestic transport organizations and making recommendations for improving the use of them in the transport company management system to ensure successful implementation of the economic strategy.

The formation of the mechanism of implementation transport organization economic strategy requires solving the following scientific objectives:

1) to identify the main tools of strategy implementation;
2) to ensure their interrelated balanced use in the company management system;
3) to ensure their focus on achieving the objectives of development strategy.

Thus, in the present article the aim was to develop a mechanism for implementation the economic strategy of transport company, providing efficient use of complex strategic management tools.
2. Materials and methods

2.1. Case study
Methodological support of strategy implementation process has demanded from scholars and practitioners the developing models and methods of measurements results that are generated by individual departments and employees of the company in conjunction with the strategic goals.

Despite the fact that the theory of strategic management emerged only in the late 20th century, to the present time there is considerable methodological tools that allow companies to shape the development strategy based on the analysis of exogenous and endogenous environment, to make a reasonable choice from a range of available strategic alternatives, and achieve the set goals.

The conducted research on the best international practices of strategic management shows that transport companies, implementing strategic management, usually are aimed at economic growth and widely use such well-known instruments of strategic management as: mission, vision, budgeting, SWOT-analysis, strategic matrix, market positioning, competitive advantage, life cycle model, balanced scorecard, benchmarking, reengineering of business processes, motivation system and others [1-7].

However, the practice of strategic management in most of the domestic transport companies do not meet the requirements of efficient management.

There is no mechanism of translation economic strategy at the operational level of management system. Different strategic instruments have been used separately.

For example, business processes of transport companies, as a rule, do not correspond to the selected business model of strategic development and are not quickly updated to reflect changes in the exogenous environment. The transport market model is changing: transport companies are converting into a multi-modal transport and logistics companies – integrators of the transport market.

Traditional pricing methods reduce the possibility of investment resources for economic growth (need for own financing sources for investment program concerning creation and development of transport infrastructure, modernization and renewal of rolling stock) on the background of urgent problem of reducing the cost of transportation and logistics services to minimize the transport component in the final price of domestic goods. The problem of pricing in transport and possible solutions are presented in more detail in the author’s work [8].

One of the main reasons for the ineffective implementation of the strategy is the lack of relevant system of staff motivation focused on the achievement of strategic objectives. Thus, according to Professor Kaplan: only 25 % of managers are been promoted in relation to the successful implementation of the strategy [9]. A study of Harvard Business School among companies in the Global-1000 shows that the implementation of the strategy in companies is not effective: 93% of staff do not bind the results of their work with the strategic goals of the company [10]. In many Russian transport companies, the staff remuneration system is not tied to the achievements of the strategy implementation; as a basis of motivation short-term net income figure is used, reflecting the financial result of the current period. As a result, a tool to stimulate interest of employees in the successful implementation of the growth strategy is not activated in full.

Underdeveloped tools for implementing the economic strategy of a transport company are considered as the most significant factor limiting the growth potential of the company and causing a low degree of achieving the strategic goals, and call into question the feasibility of using significant resources and relevant methods at the stage of its development.

To ensure the effective implementation of the transport company economic strategy, adequate to the modern tasks of the national transport system development it is necessary to use the mechanism, including integrated relevant tools of strategic management, integrated into the overall company management system and aimed at achieving the set strategic goals.

In this regard, the creation of the mechanism of realisation of transport company economic strategy, which covers all the key tools of strategic management, adapted to the industry specifics, and would be integrated into the overall management system, providing effective balanced development of operating, investing and financing activities of the transport company.
2.2. Content of mechanism
Methodology development in the field of industrial management, implementation of the transport company economic strategy demanded clarification of the notion of the mechanism and its structure.

The results of the research show that this term is widely used in the literature [11-13], however, the content of this concept is a controversial issue.

In general, we can summarize that the position of scientists today consist of two distinct approaches to the definition of the economic mechanism:
1) the resource-based approach, which defines a mechanism as a set of states of the system or resources of process [11-12];
2) the process approach, according to which the mechanism realize the main element: the engine of system development [13].

In the first approach to the concept the economic mechanism do not submit the control function, which a priori leads the mechanism in action. The second one has eliminated this drawback by separating these two concepts from each other and defining control process as the main element of the system, establishing objectives (strategic target system state), and the mechanism as a component, ensuring the realization of established goals by necessary tools. Just the connection of management goals with their implementation mechanism leads to the transformation of economic system from state "on input" (in terms of process management) in the target state "output".

Methodology of formation of intrafirm mechanism for the implementation of the transport company economic strategy is based on the author's conception of the system-integrated management presented in the work [14]. Integration involves the consolidation of theoretical and methodological provisions of the two basic concepts: value based management (VBM) and balanced scorecard (BSC). The concept of VBM determines the dominant criterion of management decisions that facilitate the implementation of the economic strategy in order to increase the value of the organization and forms the basis of identifying the key growth drivers.

One of the most popular models is the organizational model "7-S", developed on the basis of the same concept of A. Athos, R. Pascale, T. Peters and R. Waterman in the framework of a systematic approach and incorporating seven interdependent variables, which names in english begin with the letter "S": strategy, structure, systems, style, skills, staff, shared values [15]. Management should consider all the seven factors for successful strategy implementation, providing the constant balance and harmonize the components of the model, because changes in one variable through the system of connections affect the condition of others.

3. Results

3.1. Principles of mechanism formation
The formation of the mechanism of realization the economic strategy of transport company should be based on the following principles
continuity – use of the potential of the classic tools of strategic management;
harmonization – the subordination of all the elements of the economic mechanism to the main objective of an effective economic growth;
unity – the content of all the instruments of the mechanism of implementation the transport company economic strategy is filled with methodology of VBM, which allows to consider them as elements of value creation;
recursion – renewable-reproduction of components of the mechanism of economic strategy implementation according to certain algorithm until achieving the main strategic objectives, or its change;
diffusion – partial penetration of tools of the mechanism of economic strategy implementation in each other, thereby achieving uniformity of management system;
congruence – internal harmony, harmonious functioning of all components of the economic mechanism on the basis of common goal setting – increase value of the company, according to four strategic perspectives of the BSC;
subordination – functioning of the internal mechanism of transport company economic strategy implementation is subject to the action of various forms and methods of state and market regulation;
actualization – peculiarities of functioning of the economic mechanism at different stages of the organization require periodic review of its components and actualization of methodological approaches to their use.

3.2. Selection criteria tools
The formation of the economic strategy implementation mechanism of transport company demanded the definition of the main instruments for implementing the strategy and ensuring their interrelated balanced use in the company management system based on industry-specific activities.

Thus, classic management tools were considered and organized according to several criteria:
- stage of strategic management (creation and/or implementation strategy);
- priority objectives (net profit and/or increase in value).

Modern tools of strategy implementation aimed at increasing the company's value, was subjected to further classification to justify its use in transport companies implementing economic strategy. The criteria used in this feasibility include:
a) adaptability, i.e. the ability of applying the tool of strategic management in a transport company to implement economic strategy in its original form without significant modifications;
b) efficiency, i.e. the comparison of the obtained result and the resources spent to achieve it, through the use of the tool;
c) effectiveness, i.e. the ratio of actual and planned (expected) results due to the use of the tool.

3.3. Components of mechanism
Based on the results of the study and classification of strategic management tools, and selected tools of strategic management, which have both a high degree of adaptability, efficiency and effectiveness in their use formed the basis of mechanism of realization economic strategy of transport organization.

Basic tool of transport company economic strategy realization is balanced scorecard (BSC), which contains the target parameters of the key drivers of growth, balanced among themselves on the main strategic perspectives: "Learning and development", "Business processes", "Customers", "Finance". Formation of the list of KPI for transport companies, units and individual employee assumes the identification of the indicators for which the responsibility centers can have a direct impact, including indicators of current activities and indicators that reflect the goals of investment growth. Used this method of cascading allows to disseminate information about strategy to all levels of management and to transform its target value in a specific set of indicators for each responsibility center, reflecting the contribution of each team member in the implementation of the economic strategy.

A necessary condition for the successful implementation of the company's development strategy is to convert strategic objectives in the current short-term plans. One of the most effective forms of this transformation is budgeting. The fundamental model of strategy implementation in the current system of budgeting is based on the use of a balanced system of KPI. Unlike the traditional approach the strategically oriented budgeting system is aimed at achieving the strategic goals of the company. It is a tool for the translation of KPI at the tactical and operational levels of management and is used to monitor the quality of implementation of the economic strategy, determining the degree of achieving long-term goals of the company, motivation of the staff.

Consistency of the conceptual model of economic strategy implementation proposed by the author led to the necessity of creation of essentially new approach to pricing, which is focused not on accounting profit, but to cover full costs, including maintenance capital, and the creation of economic value added (EVA) – indicator of value growth of the company.

Within the concept of system-integrated management the mechanism of economic strategy realization is embedded in the management system of the transport company on the basis of the process approach. Thus, the emphasis is not on functional, but on the causal relationships. Each business process must be subordinated to the overall strategic goal of increasing the company's value.
and include the key growth drivers that will be determined as tasks for the departments and specific employees.

Developing of organizational management structure that meets the requirements of value creation and implementation of a growth strategy is an important element of the mechanism and one of the key conditions for value creation as it provides the embodiment of the targets of the transport company economic strategy in the current and long-term work of the whole team.

In order to ensure the effective achievement of the strategic goals of the company, regular monitoring of economic strategy implementation is required. For this it is important to build a system of management reporting that allows the current regime to assess the degree of effectiveness and efficiency of achieving strategic goals and, if necessary, make strategy adjustments related to the revision or development policy or measures (deadlines, budget) for implementation of the selected course, and serves as a basis for making appropriate management decisions.

The aim of personnel management should be the formation of competitive labour potential of the company, given ongoing and upcoming changes in its endogenous and exogenous environment, allowing the company to develop effectively and achieve its strategic goals. The main components of personnel management from the standpoint of the implementation of the economic strategy is the creation of a relevant system of personnel motivation and creation of a strategic, value-oriented thinking among employees in order to achieve economic growth.

3.4. Integration of mechanism into company management system

In accordance with the provisions of the author’s concept of system-integrated management, the operation of all components of the mechanism of the economic strategy realization are aimed at achieving the strategic goal of ensuring effective economic growth of the company, according to four strategic perspectives the balanced scorecard. Thus, due to a single goal-setting the interrelated use of management tools of the mechanism of economic strategy realization is achieved.

The mechanism of economic strategy realization is built into the overall management system of the transport organization at all levels of management (strategic, tactical, operational) through participation in this process, managers who are performing classic management functions of the operating, investing and financing activities.

During the research, we have identified the structure of the mechanism of realization of economic strategy of the transport company (see Figure 1). The impact of the mechanism is aimed at object – factors of growth of transport companies and the methods of influence are tools of management –the components of the mechanism. The economic mechanism is subject to management impact (from decision makers), who, in turn, are guided in this process with certain criteria – target values of key performance indicators (KPIs) that determine their motivation, on the basis of information flows in the form of reports. Strategic budgeting allows to transfer the strategic goals expressed in concrete KPIs of the balanced scorecard for four strategic perspectives and to provide achievement of the planned activities at the tactical and operational levels of management, to monitor, plan-fact analysis and make the necessary adjustments in the implementation of the economic strategy. This process is recursive until the strategic objectives are achieved. In this approach the effective development of the organization will occur in the first place, through regular monitoring, evaluation, analysis of results achieved and adjustment of the strategy.
**Figure 1.** Structural-functional scheme of the mechanism of realization of economic strategy of the transport company

4. **Discussion**

Underdeveloped tools for implementing the economic strategy of a transport company are considered as the most significant factors limiting the growth potential of the company and causing a low degree of achieving the strategic goals.

The mechanism of the economic strategy realization provides transfer of targets (sales volume, profits, implementation of investment capacity, creating asset growth and other) – at the operational level of management and control of the extent of their achievements. The best way to ensure effective continuous operation of the mechanism and solving the problem of realization of economic strategy is the operational measure of economic value added (EVA), which acquires in connection with this new strategic importance.
Firstly, unlike indicators, cash flow, EVA sets the criteria of managerial decision-making (target standards: both short-term and future activities for the long term) and ensure their broadcast on the operational level of management to specific units. At the same time, EVA includes all the essential components of discounted cash flow used in assessing the performance of the company for the future: growth, profitability and cost of capital.

Secondly, EVA in the largest extent correlates with the valuation of the company, it clearly reveals the basic directions of creation of value.

Thirdly, EVA is in theory the best criterion of the effectiveness of current activities over a certain period, allows to assess the effectiveness of achieving the strategic goal of economic growth.

Fourthly, the growth rates and return on invested capital better than cash flow, reflect the economic factors of business development, especially in conditions of domination of the economic component in making management decisions aimed at implementing the growth strategy.

According to this thesis the task was to transform all of the above management tools using the index of economic value added in the mechanism of realization of economic strategy of the transport organization.

The mechanism of economic strategy implementation must be provided at the stage of creation the company strategy development. Its components should be configured and integrated into the model of strategic development of the company in advance – only in this case, the use of this mechanisms will be effective and efficient.

5. Conclusions
Based on the analysis of existing concepts of the content of the mechanism proposed by the authors interpretation of this notion in the context of research, as a multidimensional element in the management system of implementation the economic strategy, determining directions and ways of interacting system elements, providing development and managerial decision-making in the implementation of economic strategy based on the interrelated use of the complex tools of management and focused on ensuring profitable growth and the achievement of targeted strategic status of the transport organization, has been proposed.

The structuring of the mechanism on the basis of choice for transport companies management tools according to criteria of adaptability, efficiency and effectiveness and adaptation to the peculiarities of functioning of the transport organization has been made.

Methodological guidelines for implementation the mechanism of economic strategy realization in the management system of transport organization based on the author's concept of system-integrated management have been developed.

Management tools for implementation of the economic strategy of the transport company, characterized by its adaptation to specific features of functioning of the company, the integration into the management system by means of the unity of goal-setting, translation of strategic goals to the operational level of management and supporting the interrelated using of them have been proposed and implemented.

In the whole components of the economic mechanism create a database tool that allows to transform the system of factors that determine the growth rate of the transport organization in the system of target KPI's – key growth drivers that allows to realize the conceptual principles of the system of integrated management of the implementation of the growth strategy of the transport organization, are considered.

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