STRATEGIC PLANNING STAGES FOR PASSENGER TRANSPORTATION ENTERPRISES

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Abstract: This article discusses how the development of public transportation currently contributes to increasing the mobility of the urban population and directly affects macroeconomic indicators. Furthermore, during the study, the main processes of strategic planning for public transportation enterprises were proposed, consisting of 9 stages. A flowchart of the strategic planning process for the enterprise is also presented, divided into 4 blocks: “Analytical Block,” “Selection of an Alternative Strategy Option,” “Strategy Refinement,” and “Strategy Effectiveness Evaluation.”

Keywords: public transportation, strategic planning, service market, financial stability.

Аннотация: В данной статье рассматривается, как развитие общественного транспорта в настоящее время способствует повышению мобильности городского населения и напрямую влияет на макроэкономические показатели. Кроме того, в ходе исследования были предложены основные процессы стратегического планирования для предприятий общественного транспорта, состоящие из 9 этапов. Также представлена блок-схема процесса стратегического планирования предприятия, разделенная на 4 блока: «Аналитический блок», «Выбор альтернативного варианта стратегии», «Уточнение стратегии» и «Оценка эффективности стратегии».

Ключевые слова: общественный транспорт, стратегическое планирование, рынок услуг, финансовая устойчивость

Introduction

Currently, one of the main challenges in ensuring the effective functioning of the urban public transportation system is that, on the one hand, its interaction with suppliers and management mechanisms is based on market relations, which is characterized by high operating costs. On the other hand, the low level of tariffs compared to investments and transportation expenses is directly related to issues of social protection for the population.

At present, a number of reforms aimed at developing public transportation are being implemented in Uzbekistan. In particular, measures such as the introduction of an automated ticketing system, the arrangement of convenient and informative bus stops, and the implementation of integrated fare plans help prevent many of the issues citizens face when using public transportation. Moreover, increased competition among participants in the transportation market requires them to develop long-term strategic plans.

The intensification of competition in urban passenger transportation, along with factors such as the limited financial capabilities of enterprises, leads to a significant increase in the influence of the external environment on the operations of service companies. The impact of external factors and the complexity of internal processes require enterprise management to address numerous challenges. A comprehensive solution to these issues undoubtedly necessitates strategic planning as a key element of the enterprise's strategic management, since it represents an integrated system that justifies the allocation of resources for decision-making and service delivery.

Taking into account, that the activities of enterprises engaged in passenger transportation represent a unified system composed of complex interconnections, strategic planning aimed at addressing emerging challenges requires a phased implementation based on specific approaches.

Literature Review on the Topic

In the theory of strategic planning, there are numerous approaches, concepts, and stages for implementing strategic planning itself. Despite the theoretical diversity and differences, the stages of strategic planning are quite similar in their essence. Therefore, by generalizing these stages and taking into account the specific characteristics of the enterprise, it becomes possible to construct a schematic algorithm of strategic planning that reflects the overall strategic planning process.

In Galina Timokhina and Natalia Ivashkova's scientific works , approaches to assessing the competitiveness of public transport in the city of Moscow were developed, taking into account the main factors influencing the use of private cars, as well as the impact of economic processes in the country [1]. The authors identified seven clusters of private car owners and selected two large clusters as target segments for public transport services.

In their research, Irina Yatskiv and Evelina Budilovich examine the role of various levels of Riga's public transport system, which in turn contributes to the formation of economies of scale and the agglomeration effect. The authors analyze long-distance trips and assess the convenience and interconnectivity between the city of Riga, the regions of Latvia, and key routes in the Baltic states. Their approach covers the entire urban transport system, the regional and international network, as well as the intercity terminal as part of the mobility chain [2].

The article by Irina Makarova and Anton Pashkevich titled "Ensuring the Sustainability of the Public Transport System through Rational Management" explores the possibilities of enhancing the sustainability of the urban public transport system through the implementation of a management system. The proposed method was tested using the example of the city of Naberezhnye Chelny [3]. The article presents a conceptual model of the system and a diagram of the interaction between its software modules. A composite indicator was proposed to assess the effectiveness of the system. The information-logical data model is described, along with the process of scientifically grounded decision-making regarding urban public transport routes. This routing approach requires up-to-date information on traffic flows in the city streets while simultaneously taking into account the need to maintain the population's mobility index and minimize the negative impact on the environment.

Analysis and Results

Based on the study and analysis of scientific literature by researchers in the field of strategic planning, it is reasonable to identify the following key stages of strategic planning (see Table 1).

Table 1

Key Stages of Strategic Planning

Stage 1	**External Environment Analysis**	**1. Analysis of economic, political, socio-cultural, and technological trends;** **2. Study of competitors and assessment of the competitive environment** **3. Market conditions analysis**
Stage 2	**Internal Environment Analysis**	1. Evaluation of internal resources, capabilities, strengths, and weaknesses 2. Analysis of corporate culture and organizational structure 3. Review of existing assets and opportunities
Stage 3	**Defining Mission, Goals, and Values**	1.Determination of the organization's core mission 2. Establishment of clear and measurable goals 3. Identification of key values and principles
Stage 4	**Strategy Development**	1. Development of strategic alternatives and selection of the optimal strategy; 2. Creation of an action plan for strategy implementation 3. Preparation of the strategy execution plan
Stage 5	**Development of Specific Goals and Plans**	1. Defining the sequence of steps to achieve the goals 2. Formulation of operational and tactical plans 3. Establishing key performance indicators (KPIs) to assess plan implementation
Stage 6	**Strategy Implementation**	1. Project execution 2. Allocation of responsibilities and resources 3. Involvement of employees in project implementation 4. Monitoring and control
Stage 7	**Monitoring and Control**	1. Ongoing monitoring of strategy implementation 2. Comparing results with established KPIs 3. Making adjustments to plans when necessary
Stage 8	**Evaluation**	1. Assessing the alignment of achieved results with set goals 2. Evaluating the effectiveness of the strategy
Stage 9	**Strategy Adjustment**	1. Reanalysis of the external and internal environment 2. Making changes to the strategy in response to identified issues and new opportunities

In order to simplify strategic planning by ensuring the sequence of stages and the tasks performed at each stage, it is advisable to create a block diagram reflecting the strategic planning process by placing all stages into general blocks. This is because the process not only facilitates the description of the planning stages but also helps in understanding the interactions between the elements of the strategy, the communication and relationships among the participants in the planning and management process, the sequence of necessary actions to highlight priority directions, the analysis of internal and external factors, resources, risks, and opportunities. Additionally, it makes monitoring the implementation of the strategy and making corrections easier when necessary.

"It is necessary to combine all the stages of strategic planning into four blocks: 'Analysis Block', 'Choosing Alternative Strategy Options', 'Strategy Implementation', and 'Evaluating Strategy Effectiveness' (Figure 1). In general, three main stages can be identified in the strategic planning process of a business."[1];

1) Analyzing the internal and external environments of the company's development;

2) Justifying the strategic development goals and the mechanisms for their implementation;

3) Preparing and making management decisions to achieve the set goals in the form of strategic development concepts, programs, plans, and projects.

If the enterprise development strategy is viewed as a system of measures aimed at achieving long-term economic development goals, it is essential to define the enterprise's development directions. This is because the sustainability of the enterprise's economic growth primarily depends on the quality of services provided to passengers. At the same time, the improvement of service levels should not have a negative impact on the environment.

[1] Гускова Н.Д., Краковская И.Н., Вдовин С.М. Модель и алгоритм разработки и реализатсии стратегии устойчивого развития региона // Националные интересы: приоритеты и безопасност. 2013. №20. УРЛ: хттпс://сйберленинка.ру/артисле/н/модель-и-алгоритм-разработки-и-реализатсии-стратегии-устойчивого-развития-региона (дата обращения: 27.01.2024).

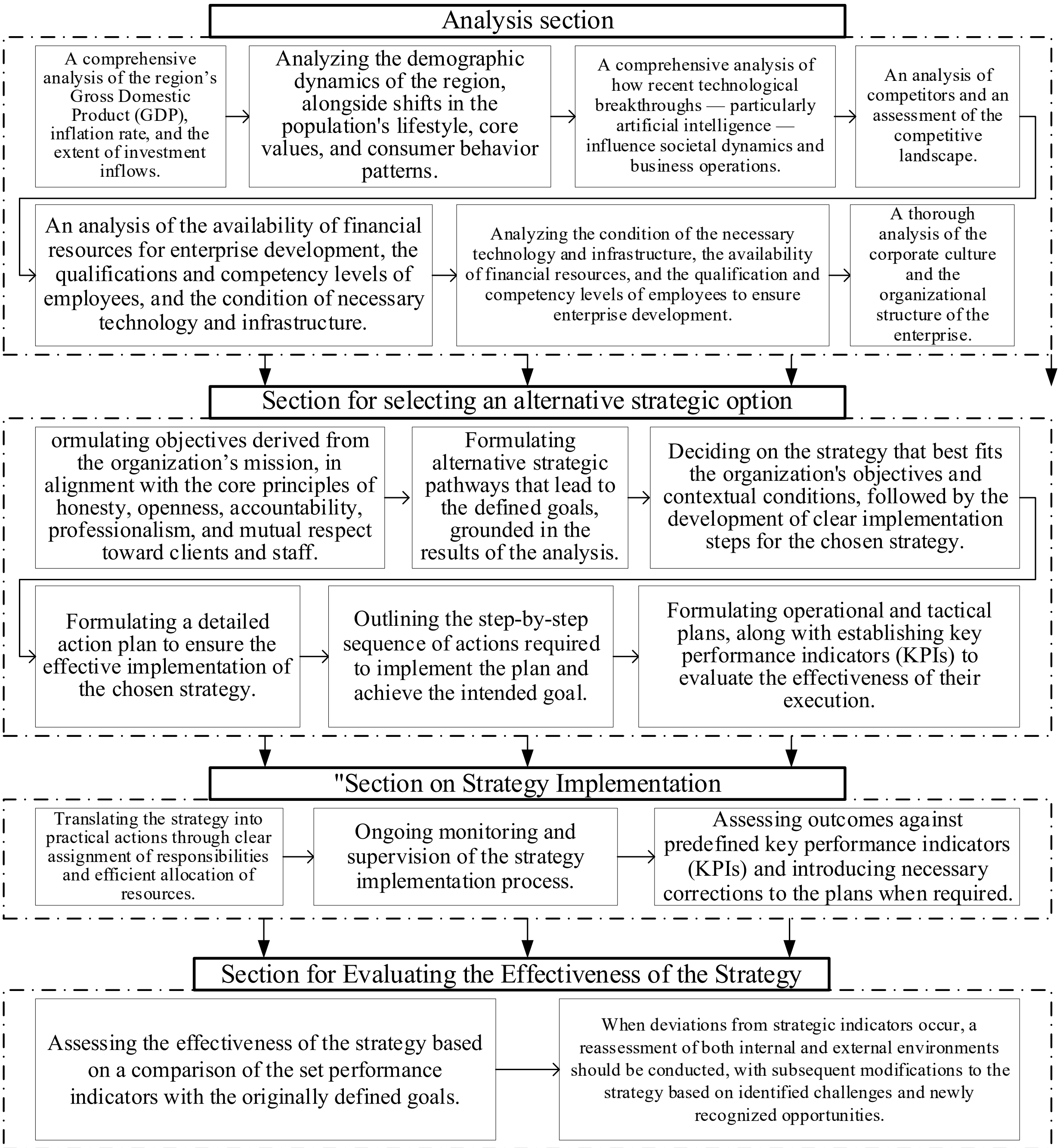

Figure 1. Block Diagram of Strategic Enterprise Planning

In the process of strategic development of public transport, based on the defined goals and mission, the enterprise must identify strategic tasks aimed at enhancing human and production potential, improving enterprise infrastructure, and addressing environmental issues.

These strategic tasks ensure a high level of passenger service, safety, and comfort, while also promoting the environmental sustainability of transport and more efficient resource utilization.

Conclusions and Recomendations

Based on the key stages of strategic planning and the block diagram of strategic enterprise planning, a structure for the components of a flexible strategic development program for the operations of an enterprise engaged in passenger transport in the public transport sector was developed, in line with market conditions. This, in turn, contributes to the enhancement of the enterprise's financial stability in a changing and highly competitive market through the timely adoption of sound management decisions.

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