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ЗМІСТ

СТОР.

ЕКОНОМІЧНА ТЕОРІЯ

Дубей Ю. В. Діалектика монополії та конкуренції у техніко-технологічному розвитку суспільства	9
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МІЖНАРОДНІ ЕКОНОМІЧНІ ВІДНОСИНИ

Литвиненко Н. І. Оцінка асиметрії показників міжнародної торгівлі: уроки для України.....	18
Прушківська Е. В., Авраменко К. О. Інноваційні стратегії розвитку міжнародних компаній в умовах глобалізації.....	28
Грицишен Д. О. Міжнародна співпраця в сфері запобігання та протидії економічній злочинності: державно-управлінський аспект.....	36
Орлов І. В., Ксендзук В. В. Складові зовнішньоекономічної політики України: перспективні вектори розвитку в сфері державного управління.....	51

ОБЛІК ТА ОПОДАТКУВАННЯ

Шишкова Н. Л., Шевченко О. Гармонізація обліку капітальних інвестицій підприємства.....	61
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МЕНЕДЖМЕНТ

Pshinko O. M., Charkina T. Yu., Orlovskaya O. V., Carra A. O. Anti-crisis management of passenger transport as a factor of incising railway competitiveness	76
Тимошенко Л. В., Ус С. А. Когнітивне моделювання в управлінні підприємницькою структурою як екологічною системою.....	89
Букресва Д. С. Інтегральна система показників оцінки ефективності інноваційного проєкту на стадії його впровадження.....	101
Криничко Л. Р., Криничко Ф. Р., Петрик С. М. Етапи формування та реалізації проєктів державно-приватного партнерства в сфері охорони здоров'я.....	110
Приймак Н. С., Ніколайчук О. А., Олініченко І. В. Розвиток підприємств готельно-ресторанного бізнесу Дніпропетровської області та напрямки ефективної організації готельного господарства регіону.....	118
Трішин Ф. А., Крупіца І. В., Байрачна О. К., Шведюк К. Г. Аналіз привабливості гастрономічного туризму в Україні та Одеській області.....	126

ANTI-CRISIS MANAGEMENT OF PASSENGER TRANSPORT AS A FACTOR OF INCREASING RAILWAY COMPETITIVENESS

O. M. Pshinko, Dr. Sc. (Tech.), Professor, Rector, Dnipro National University of Railway Transport named after Academician V. Lazaryan, pshinko@r.dit.edu.ua, orcid.org/0000-0002-1598-2970,

T. Yu. Charkina, Ph. D (Econ.), Associate Professor, Associate Professor, Dnipro National University of Railway Transport named after Academician V. Lazaryan, charkina@i.ua, orcid.org/0000-0001-6202-0910

O. V. Orlovskaya, Ph. D (Econ.), Associate Professor, Associate Professor, Dnipro National University of Railway Transport named after academician V. Lazaryan, entony1972@ukr.net, orcid.org/0000-0002-7225-0717,

A. O. Carra, Manager-head of the Department of Support of Inspections, Audits of Financial and Economic activities of JSC «Ukrzaliznytsya», aa5533nn@ukr.net

Methods. To conduct research, the following methods were used: competition, SWOT analysis, mathematical analysis, marketing models, the PEST analysis method, the decision-making method, the Kaizen approach to achieve a high degree of quality of a product or service, as well as systems approach.

Results. The article proves the expediency of applying anti-crisis management of passenger transportation as a factor of increasing the competitiveness of the railway. The analysis of the development of the transport services market has shown that rail transport is gradually losing its passengers, in favor of air and road transport. The management of «Ukrzaliznytsia» has recently made many steps to improve the competitiveness of railway passenger transportation in the domestic market of transport services, but these measures are not sufficient today to restore the lost positions that the railway had before.

In order to increase the level of competitiveness of railway passenger transportation, as well as to develop a larger segment in the transport services market, the following tasks are identified: to conduct research and analysis of factors affecting the current situation in the service market, to analyze the advantages of existing potential competitors in the transport services market, to analyze the experience of passenger transportation in the European Union, to develop measures that can be proposed to «Ukrzaliznytsia» to improve the efficiency of passenger services and generate additional profit.

Novelty. Areas of crisis management to improve the efficiency of passenger transport are proposed, namely: the development of railway tourism, the introduction of a system of discounts «bonus ticket», the creation of a railway hub, implementation of Kaizen approach to achieve a high level of quality services, the organization of multimodal passenger transport by «travel card».

Practical value. The implementation of the proposed measures and strategies will allow «Ukrzaliznytsia» to identify promising mechanisms for managing the passenger complex in the context of an escalating crisis. All these measures will help «Ukrzaliznytsia» to get out of the crisis and get additional profit for the passenger industry.

Keywords: crisis, anti-crisis management, passenger transportation, anti-crisis management strategies, transport service, railway transport.

Statement of problem. Analysis of the development of the transport services market over the past twenty years has shown that railway transportation is gradually losing its passengers, in favor of air and road transport. In order to attract as many potential consumers as possible, the management of «Ukrzaliznytsia» has recently taken many steps to increase the competitiveness of railway passenger transport in the domestic market of transport services: introduction of hot meals (pilot project), gradual renewal of rolling stock by introduction of new generation wagons of Kriukovsky wagon construction plant, of introduction of day trains, expansion of the range of additional services in passenger railway stations and trains.

However, these measures are not enough today to restore the lost positions that the railway had before. It is impossible to solve this issue optimally without introduction of new management strategies and innovative measures.

Aim of the paper. In order to increase the competitiveness of railway passenger transportation services, as well as to cover a larger segment of the transport services market, a necessary step is to study and analyze the factors influencing the current situation in the services market, and analyze the advantages of existing potential competitors in national and European markets of passenger transportation in order to develop measures that can be offered to «Ukrzaliznytsia» to increase the efficiency of passenger management and generate additional income.

Materials and methods. In today's conditions, Ukraine is facing a very serious problem – the depletion of the country's budget due to an outbreak of the coronavirus pandemic, which led to the announcement of long-term quarantine. The work of many enterprises stopped and a large number of small and medium-sized businesses were ruined, which led to a significant reduction in tax revenues to local and state budgets. The introduction of new technologies and other innovations slowed down significantly.

However, the biggest danger for railway transport is the fact of a sharp reduction in the number of consumers due to the introduction of quarantine: a significant number of passengers stay at home, refusing to travel. Thus, the state

is forced to compensate the industry losses in greater amounts. Therefore, there are all the prerequisites for the emergence of an acute crisis situation not only in the industry itself, but also a crisis of self-government.

Economic crisis, from the Greek word – Krisis (turning point) is a violation of the balance between supply and demand for goods and services, which causes a depressive process in the economic situation of a particular country, regional or global economy. The crisis leads to a sharp deterioration in the economic situation of the country, which is manifested in a significant decline in production, disruption of industrial ties, bankruptcy of enterprises, rising of unemployment. The manifestation of the crisis leads to a violation of the macroeconomic balance, causing very dangerous consequences for the country: inflation and unemployment. As a result, the living standards and welfare of the population are declining. Different sectors of economy respond to the crisis differently.

The economic crisis is a slowdown in economic growth (especially the main indicator – GDP) to zero percent or the emergence of negative values in the dynamics of GDP in the period of 2–3 quarters. The economic crisis manifests itself as an organic disorder of economic life, the result of which is the loss of income and national values, people spend their savings, which can lead to the poorness of people due to the loss of possibility to earn incomes as a result of their work. The state of the so-called economic death of a significant number of entrepreneurs, which was clearly observed in the period of 1929–1998, is also dangerous [1].

As a rule, the part of the population during the economic crisis suffers from the depression, decreased motivation and desire to act in general, there may be psychosis, nervous breakdowns, which can lead to negative consequences. Limited funds do not allow the population to provide themselves and their families with everything they need: poor nutrition, exacerbation of chronic diseases, alcohol abuse lead to a general deterioration of the working capacity of the population.

Nevertheless, the crisis is also a positive, necessary phenomenon that plays a cleansing and regulatory role in the country's economy and business: only strong companies remain in

the commodity market, which already have ready plans to get out of this situation with as little loss as possible for their companies. In the market of transport services there is a redistribution of spheres of influence of segments of the transport market on potential consumers, change in moods of transport clients and a possibility to choose a vehicle for the population. The crisis, as a social phenomenon, can change the lives of the population, opening new opportunities for self-development and using new perspectives in their lives: mastering new professions, rethinking their lives, highlighting new perspectives and moments that came to the fore. This stage will allow the majority of the population to get out of the crisis with different approaches of adapting to new conditions. 3–5 years ago we did not even think that the economic situation of «Ukrzaliznytsia» could become even worse than it has been for the last 10 years. However, recent events have shown that the global crisis cannot be beyond the national economy and requires a review of planning and organization of each enterprise.

During the quarantine, in order to reduce the possibility of the virus spreading, passenger traffic, including railway, was completely suspended. [2] The losses that will be inflicted on the world economy, the national economy and «Ukrzaliznytsia» itself will be enormous, which will lead to a long period of stagnation.

China, where the pandemic began, can be an example of overcoming the crisis and returning to normal life. China, having lost about 3 000 people in 4 months, according to official data, was able to adjust its economy and launch almost all production facilities. In addition, China is helping other countries to overcome the pandemic: sending medical equipment, appliances, masks, working on the invention of vaccines, etc.

The economic crisis can completely change not only human behavior, but also change its priorities, encourage to develop strategies that help companies get to out of this situation as soon as possible. A special role in this process belongs to the management of «Ukrzaliznytsia», which will determine new strategic directions of its development. This is another opportunity to transform the railway work in accordance with the modern requirements, which makes it possible to create a

competitive post-industrial development model that combines technological innovative production and allows the introduction of a mechanism to improve the quality of services.

The cardinal changes caused by the pandemic prove the existence of a forced stage of the transition period of adaptation of the national economy to the new conditions of existence, and these processes are always accompanied by breaking the old and construction a new regulatory mechanism. The depth and nature of changing processes and their consequences will depend on the country's readiness for change, thoughtfulness and financial stability of the economy. If a country has problems with monetary or fiscal policy, then the crisis may be deeper, protracted and debilitating for the country. The weaker the country is, the more acute the crisis will be. Conversely, the stronger the country is, the sooner the economy will "recover" and the work on new development programs and analyze of the crisis phenomena and their main reasons will start.

Situation

This crisis against the backdrop of a pandemic caused an imbalance in the market of passenger transport services: reduced mobility of the population, changed the location of forces in the market of services, changed approaches to analysis and evaluation of services through the emergence of new requirements for transport. Presently, in terms of exit from quarantine, the main criterion for the success of transport services is its high level of competitiveness in relation to other modes of transport. Thus, having analyzed the situation, the industry leadership was faced with the need to answer the important economic questions:

- whether to continue providing transport services to passengers within the list that was before the quarantine and develop a way to implement it;
- whether to carry out modernization in order to transform the services into a product of market novelty;
- whether to introduce the latest ideas for improvement the quality of rendering services. In order to find new ideas for improving the quality of transport services by analyzing methods to increase the competitiveness of the service, it may be very timely to decide not to introduce new technologies for outdated mech-

anisms of long-known services, but to modify a service itself, according to the latest technologies. This should lead to positive results.

The application of marketing models can greatly simplify the process of thinking about new forms of passenger railway transportation services. For example, analyzing a popular Marketing-mix model (marketing mix model),

which is inherently simple and versatile in their use. It is a set of marketing tools that an industry can use to act on a target market.

The classic marketing complex consists of four elements (4P) (Fig. 1). Today, in the process of its use, it has become more complicated and expanded into a 12P marketing complex.



Fig. 1. Marketing model «4P» [3]

It is believed that the Marketing-Mix model includes the entire set of necessary service parameters that can be controlled and developed at the request of the target market. The main purpose of this approach to the study of transport services is to develop a strategy that will increase its value, as well as to maximize the long-term profits of the industry in the services market.

The main idea of using marketing tools is to act on the target market of passenger services, which in its structure includes a mutual and complementary approach. One approach should be characterized by a careful study of all market elements: demand, needs, wishes of potential customers and the orientation of transport companies to these wishes. The second approach should play an active role in influencing the service implementation market for, forming the demand for passenger service in the railway industry, using active and aggressive advertising companies to convey information to the consumer. [4].

The main thing in the application of marketing is a mutual and complementary approach to the study of consumers' taste trends of consumers in the transport service market. This is

manifested in a careful study of the transport market [5].

Thus, there is a question of mastering a larger segment of the transport market by the railway industry. To achieve the goals it is necessary to determine the potential of the industry, its capacity and ability to achieve the objectives. For this purpose, a necessary step is to analyze the passenger sector of the railway industry.

Summarizing the analysis results, it is possible to conclude that the problems of the industry require the following measures:

- ensuring the development of multi-modal passenger traffic and the introduction of a «single transport ticket» [10, 11];
- creating conditions for connecting regional centers with a network of speed (from 160 to 200 kilometers per an hour until 2025) and high-speed (from 250 to 400 kilometers per an hour – until 2030) railways, in particular on the basis of the state and private partnership [10];
- creation of a railway HUB [16];
- introduction of an expanded additional range of transport services;
- introduction of new directions to meet

the needs of passenger transportations and ensure the development of tourist routes;

- reforming of Ukrainian Railways basing on the European experience, accounting for the national particularities of the country;

- Attracting potential customers through a system of flexible discounts and «bonus ticket», which will attract more passengers [11];

- the emergence of new directions;

- optimization of passenger trains, by increasing the number of day trains;

- intensifying marketing elements in the work of the passenger industry in the field of studying competitors in industry, their strengths and, most importantly, weaknesses, and, depending on result, to develop plans to «conquer» an additional segment of the passenger services market;

- developing a system of motivational mechanism for employees of the industry.

This analysis shows that on the background of slow development of the passenger sector, its capabilities allow to anticipate and minimize possible threats. In turn, provided thoughtful and appropriate use of the industry strengths, it becomes possible to strengthen the weaknesses of the industry. The benefits of

passenger transport are not strong enough to withstand all the environmental troubles, but they exist and new development strategies need to be built on them. For example, for «Ukrzaliznytsia», this direction is the introduction of sufficient quantity of new generation wagons, transferring stations to concession, the development of multimodal passenger transport and the introduction of a «single transport ticket», which will meet the needs of passenger transport and tourist routes, construction of high-speed European railway Odessa-Kyiv-Lviv.

Application of consumer management (consumer experience) will be a string argument in favor of the railway passenger transport [12].

Since the scope of railway transport is a set of external and internal factors influencing the object, there is a need to analyze the environment of passenger transport. For this purpose, the method of PEST – analysis is used, which allows to investigate the political, legal, economic and socio-cultural, technological factors that affect the work of passenger transport in the railway industry (Table 2).

Table 2

PEST - analysis of environmental factors that affect the work of the passenger sector of railway transport

Political and legal factors	Economic factors
State transport policy State fiscal policy State budget policy Transport legislation Anti-trust law Environment protection legislation Legislation of Ukraine in the field of passenger transportation	Inflation rate Prices for fuels and lubricants GDP volume Average income per capita Unemployment rate
Sociocultural factors	Technological factors
Demographic fluctuations Development of society value system (environmental, spiritual, etc.) Changes in the lifestyle of the population, the level of education of the population. Changes in service requirements and comfort of passenger services	The latest technologies of production passenger wagons New technologies of production locomotives and electrical transport Changes in communication technologies using the Internet, GPS / GLONASS satellite systems, etc.) The level of state and sectoral funding of scientific and technical research and inventions in the field of digital technology development.

Source: [7] completed by the authors

Based on the analysis, we can conclude that since the industry operates in society, we can observe a situation where the transport work in today's conditions means almost nothing. It rather is forced to operate in the created conditions, planning its work on the demand of the transport market and the legal field. If SWOT – analysis provides opportunities to use their strengths, eliminate shortcomings, strengthen weaknesses in the work, the PEST – analysis describes the conditions in which transport has to work. However, not everything is so bad. Railway transport in the field of passenger transport has the opportunity to develop priority areas for development of the industry as a further division into potentially competitive and monopoly areas of transport.

Basing on the analysis of the legal field of activity of the industry, there are grounds for the introduction of a mechanism for dividing passenger transportations into private and socially significant.

Conducted studies of the passenger railway transportations in terms of their level of competitiveness indicate that the position of the railway sector in the transport market is positive, but some problems are also found. Analysis of the industry's capabilities in combination with strengths gives an optimistic picture of the further development of the railway. Attracting additional funds for the development of transport routes with a favorable geopolitical position gives Ukraine the opportunity to enter the world transport market as a worthy competitor to European railways in future.

Studies of threatening situations show that the use of industry opportunities is insufficient. The greatest danger is the political instability of the country, which is reflected in the economic development of all components of the national economy. This may have a negative impact on the prospects of integration into the European transport system, as well as on the creation of a single trade area.

We consider it necessary to improve the organizational structure of the railway industry in order to create a department of crisis management. This measure will minimize the negative effects of the crisis after the end of quarantine, to analyze professionally and prudently the development of the passenger service to increase the level of services' competitiveness in

order to intensify passenger railway transportations.

Crisis managers should monitor the dynamics of demand and supply, as well as identify any disruptions in the work of the transportation service, must be the first who respond to any changes of the demand in the market of passenger transport services. However, such departments should be formed not only in the crisis or post-crisis period, but also in the pre-crisis period. At the same time, their work must be constant, even if the economic situation is stable. This strategy should provide the implementation of the so-called model «PRRR» (Prevention, Readiness, Response and Recovery), which includes the following stages of action:

- identification of probable risks and needs,
 - proclamation of a policy that reflects those ways of dealing with similar risks and problems,
 - reflection, analysis and creation of a crisis manager response structure,
 - search for the necessary resources, skills and abilities to work in crisis situations.
- [8]

The result of these actions should be the use of *risk management* as the main driving force that can place emphasis on the allocation of resources in order to solve problems of paramount importance.

For example, now in a pandemic, when railway transport will recover its operation, it is very important to maintain its position, but services must be provided with quality and comply with the safety transport standards. It may be important to change the train composition: trains should contain VIP-class wagons and compartments instead of third-class wagons. This may be a temporary measure, but passengers will be willing to pay more for their safety.

The introduction of a «bonus ticket» will help regular customers to save money for more pleasant trips [11].

Basing on these statements, it is possible to develop a specific algorithm to prevent crises in the field of passenger transportations:

To carry out a detailed analysis of the services market;

1. To analyze all possible approaches to the implementation of the principles of crisis

management in the work of the industry in problem sectors;

2. To find weaknesses in the existing organizational management with the help of SWOT- analysis;

3. On the basis of the conducted analysis to define basic and improved management strategies;

4. To choose a single strategy by the Method of Selection and develop a plan for overcoming the crisis. [8]

In addition to the proposed mechanism of action in crisis situations, it would be appropriate to intensify the work of the tourism sector, in which the railway transport would play a role of transportation leader. [9] Attracting tourists to Ukraine would allow the passenger sector to make a profit in the organization of tourist transportation on wide and narrow tracks, as well as to involve the entire infrastructure of the transport industry in this process to provide hotel and restaurant services to passengers.

In order to solve the problem of improving the quality of transport services, it is important to study the opinions and attitudes of potential passengers, which are based on decisions about options for improving existing services in the railway industry. Presently, the study of the transport services market focuses on the dynamic analysis of passenger behavior using social networks such as Twitter, Facebook, etc.) [12]. These studies are conducted to intensify the combined transport of rail with road and air. Social researches will identify non-profit routes and find ways to increase revenue in these areas. This approach will allow the identification of data related to the topic under study, as well as to assess the tastes of passengers. This approach makes it possible to analyze carefully the slightest changes in sentiment, which are expressed in the dynamics of demand, as well as to respond to them immediately.

Certainly, an important step for the railway in the struggle for the returning of a prestige and a share in the market of transport services is the strategy of introduction a high-speed traffic on the railways of Ukraine. According to the National Transport Strategy until 2030 [10], it is planned to build new and to combine already laid track rails and to launch rolling stock on individual sections with a speed of 200-400

km/h.

Today, this prospect causes as minimum surprise of an average Ukrainian and as maximum strange emotions, but the leadership of the industry has a decisive opinion. For example, the first steps towards the introduction of high speeds can be considered the conclusion of an agreement between Ukraine and the Italian company Italferr on the preparation of technical documentation for high-speed railway traffic along the European track on the route Odessa-Kiev-Lviv. [13]. Due to the mass quarantine caused by the coronavirus epidemic, the consideration and financing of this plan has been temporarily postponed indefinitely. This strategy requires huge financial costs, which Ukraine is not able to bear alone. The prepared documentation will provide an opportunity to attract potential investors to this project, which can be financially supported by such well-known companies as the Japanese Central Japan Railway Company, German and French railways. They already have experience in construction and implementing the high-speed traffic. This project can be paid-off by increasing truck and passenger speeds, which will increase the competitiveness of the railway industry and the level of demand for passenger transport services.

The competitiveness of a transport service can be increased by focusing on consumer psychology. One of the interesting stages of the study of consumer behavior, potential passengers of the railway industry, is a philosophical approach to the analysis of the process of perception by potential passengers of various industry initiatives and their reaction. For this purpose, we suggest to apply the basic ideas of an ancient Japanese philosophy – Kaizen, which is based on understanding the way of a human thinking in the application of management methods and functions to improve customer servicing [14].

This philosophy, which means the process of continuous improvement of all elements of the work process and human relations, was introduced in Japan in the early 50's. The results of Kaizen's work are called the «Japanese miracle» because of the change in the perception of the latest ideas by the Japanese consciousness concerning the approach to industrial and social life.

The Japanese were interested in improv-

ing productivity and creating competitive products for their manufacturing complex to rebuild Japan's economy after World War II. For this purpose, Japanese manufacturers have invited American economist W. Edwards Deming to give lectures on improving the quality of production, who is considered the founder of the modern quality movement. The result of studying the mechanism of product quality improvement became the scientific work of Masaaki Imai «Kaizen: the key to the success of Japanese companies».

The main idea of this philosophy is to pay special attention to people and the production process, while Western companies focus on product and result, and the main goal of the philosophy is to get quality products at the maximum lowest price. To do this, it is important to analyze the constantly changing consumer needs, to conduct a constant monitoring and feedback from consumers. An important point in the approach to Kaizen is the motivation for the desire of employees to improve their products constantly.

The main difference between Japanese philosophy and American approach to corporate company management is the understanding of key concepts, and most important, the difference between the concepts of «boss» and «leader». Japanese leaders, in contrast to Western managers, work for their authority – the leadership through their professional knowledge, experience, personal example, attitude to employees, managerial, but not command skills. The most difficult for the European perception of this philosophy, according to our opinion, is rethinking ways to achieve results. To improve the results, the Japanese focus on the process of thinking about improving production processes that can bring good and productive results. In the West, there is a focus on getting results using any ways and methods at any price [15].

The Japanese work as a team, which is seen as a source of motivation, mental energy, synergy and constant creativity in the approach to work. This attitude to work goes through a number of stages of relationship formation: setting goals, removing obstacles, finding opportunities for continuous improvement, cost control.

However, the main goal of Kaizen is to

achieve the highest degree of goods or services quality, starting from the initial stages of meticulous preparation of production process (selection of raw material suppliers, hiring personnel, product development process at all stages). This approach is dictated by the total saving of raw materials, resources and time. This method allowed the Japanese almost completely to eliminate a defect phenomenon in their work, which led to an increase in product quality, speed of its release on a market, increasing productivity, profitability and competitiveness of the product.

Kaizen's philosophy in the field of production in many global companies is implemented in the following forms:

- total quality management (TQM – Total Quality Management);
- «timely» production system (just-in-time)

Applying Kaizen's philosophy, it is necessary to be ready to reveal shortcomings, such as the need for large amounts of investment; the result is not possible immediately, but in 3–5 years, the fight against human shortcomings (laziness, thirst for quick profit, dishonesty in work).

Concerning the improvement of the quality of passenger railway transportations, it would be appropriate to apply the philosophy of total quality management (TQM) – an approach based on ways to improve the quality of services. The principles on which this approach is based determine the approach to responsibility for people work, for the degree of each employee or all employees' quality, and not to put responsibility for the whole work only on a head of the department. This reduces the pressure on the department head from the company's head. Also a positive point is the search for solutions of chronic problems that are available in the company, rather than operational problems, which arise and recur constantly, becoming chronic [20].

After special measures to improve the quality of services, it is possible to use the model of Leonard Berry to measure the quality degree. This is one of various models that can be used to measure the quality of railway transport services [16]. Research on this topic has shown that more successful are those firms that focus on the customer needs, using all pos-

sible ways to achieve a goal.

The model is based on two approaches: attention to the client and the involvement of highly qualified specialists. The combination of these two factors will allow the industry to identify gaps in work and begin to correct them, for example, providing training for employees who will be able to respond quickly and efficiently to any changes not only in the rolling stock but also in management, respond the situation quickly and effectively. The analysis of consumer's dissatisfaction degree with the transport service, the main of which is non-compliance with the criteria of information quality and flexibility in dealing with emergencies, is not less important.

To study the degree of transport services' quality, it is also possible to use the method of dynamic models, which lies in the use of individual research methods. This method is innovative, able to take into account the expected and acceptable quality.

The use of consumer management principles can be a strong argument in favor of railway passenger transport. Analysis of consumer tastes is an important step in designing industry strategies in the field of passenger transport, but this approach can also be considered in terms of consumer experience. It is the «engine» of awareness and formation of a need for service by potential customer. Consumer experience can be described as the customer's experience with a vehicle he uses, a complex of his impressions of different moods. A consumer shares these emotions with other people through social networks, where a general opinion about the product of the industry is projected. This is what the industry management should pay attention to if it is interested in the effectiveness of its work.

The so-called architecture of experience is created, which embodies a guide to active action, a motivator for travel, a complex of customer beliefs in his own experience, company's brand assessment, analysis of the values professed by the industry in relation to consumers of its services. Thus, the formation of the culture and structure of customer service, where the responsibility lies on the leadership of the transport industry [18] Particular attention is paid to the head, the leader of the industry (division of the industry). Based on European ex-

perience, in order to design successfully a convenient and effective passenger service, special attention is paid to the formation of a leader's special characteristics – empathy, which is characterized as the ability of the leader to empathize and imagine himself in the place of others. This is also one of the important and valuable characteristics of a leader [19] It helps to understand how to communicate with superiors, colleagues and employees, consumers of his products better, allows to design developing strategies and how to master a larger segment of the passenger transportation market.

Applying the above approaches in general complex, the railway has all opportunities to create a modern effective brand of its company, which is able to go beyond the classic marketing, enable the passenger to get a maximal benefit from the trip and to choose his «own» transport. To do this, it is necessary to study the behavior of a potential consumer in the field of psychology of service perception, to study his reaction and attitude to the introduction of innovations in the industry, to study foreign experience of new approaches to service management.

Conclusions. Today, the railway industry is faced with a number of high-profile requirements, which primarily relate to the quality of railway passenger transport services. Competition in the services market is constantly growing, the range of services offered by other transport types is expanding and the methods of achieving international standards that reflect the constantly growing requirements of consumers are changing.

In order to find innovative approaches for the field of railway passenger transport, as well as to ensure the competitiveness of passenger transport, we propose the following:

- creation of transport passenger HUBs;
- to introduce a “single transport ticket” for passenger transportation;
- to reorganize the system of passenger transportations by dividing it into private and socially significant passenger transportations;
- introduction of the «bonus ticket» system and bonus program;
- development and commissioning of a high-speed mainline transport with a possibility to use two-storey passenger wagons;

- involvement the principles of the Japanese philosophy «Kaizen» in planning of work with clients;
- activation of the system of promo codes for passenger traffic;
- obligatory creation of an «anti-crisis management» department in the management structure of the industry with the constant monitoring of the demand for railway transport services;
- introduction of engineering principles in the work of the industry and passenger transport;
- optimization of the movement of passenger trains by increasing the number of day trains;
- intensification of transport and tourist activities, where the railway would play the main role in transportation process;

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АНТИКРИЗОВИЙ МЕНЕДЖМЕНТ ПАСАЖИРСЬКИХ ПЕРЕВЕЗЕНЬ ЯК ФАКТОР ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ЗАЛІЗНИЦІ

О. М. Пішійко, д. т. н., професор, ректор, Дніпровський національний університет залізничного транспорту імені академіка В. Лазаряна,

Т. Ю. Чаркіна, к. е. н., доцент, Дніпровський національний університет залізничного транспорту імені академіка В. Лазаряна,

О. В. Орловська, к. е. н., доцент, Дніпровський національний університет залізничного транспорту імені академіка В. Лазаряна,

А. О. Карра, менеджер-начальник відділу супроводження перевірок, ревізій фінансово-господарської діяльності АТ «Укрзалізниця»

Методологія дослідження. Для проведення досліджень в роботі використовувалися методи: конкуренції, SWOT-аналізу, математичного аналізу, маркетингові моделі, використано метод PEST-аналізу, метод прийняття рішень, підхід Кайдзен для досягнення найвищого ступеня якості товару або послуги, системний підхід.

Результати. У статті доведено доцільність застосування антикризового менеджменту пасажирських перевезень як фактору підвищення конкурентоспроможності залізниці. Аналіз розвитку ринку транспортних послуг показав, що залізничні перевезення поступово втрачають своїх пасажирів на користь авіаційного та автомобільного транспорту. Керівництво «Укрзалізниці» за останні часи зробило багато кроків з підвищення конкурентоспроможності залізничних пасажирських перевезень на вітчизняному ринку транспортних послуг, але цих заходів сьогодні недостатньо, щоб відновити втрачені позиції, які мала залізниця раніше.

З метою підвищення рівня конкурентоспроможності залізничних пасажирських перевезень, а також опанування більшого сегменту на ринку транспортних послуг, встановлено необхідність вирішення таких завдань: провести дослідження та аналіз факторів, що впливають на існуючу ситуацію на ринку послуг, проаналізувати переваги існуючих потенційних конкурентів на ринку транспортних послуг, проаналізувати досвід пасажирських перевезень Євросоюзу, розробити заходи, які можна запропонувати «Укрзалізниці» для підвищення ефективності пасажирського господарства та отримання додаткового прибутку.

Новизна. У роботі запропоновано напрями антикризового управління для підвищення ефективності пасажирського комплексу, а саме: розвиток залізничного туризму, впровадження системи знижок «бонусного квитка», створення залізничного ХАБу, запровадження підходу Кайдзен для досягнення найвищого ступеня якості послуги, організації мультимодальних пасажирських перевезень за «єдиним транспортним квитком».

Практична значущість. Реалізація запропонованих заходів та стратегій дозволить «Укрзалізниці» визначити перспективні механізми управління пасажирським комплексом в умовах загострення кризи. Всі ці заходи допоможуть «Укрзалізниці» вийти з кризового стану та отримати додатковий прибуток пасажирською галуззю.

Ключові слова: криза, антикризовий менеджмент, пасажирські перевезення, стратегії антикризового менеджменту, транспортна послуга, залізничний транспорт.

АНТИКРИЗИСНЫЙ МЕНЕДЖМЕНТ ПАССАЖИРСКИХ ПЕРЕВОЗОК КАК ФАКТОР ПОВЫШЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ ЖЕЛЕЗНОЙ ДОРОГИ

А. Н. Пишнько, д. т. н., профессор, ректор, Днепровский национальный университет железнодорожного транспорта имени академика В. Лазаряна,

Т. Ю. Чаркина, к. э. н., доцент, Днепровский национальный университет железнодорожного транспорта имени академика В. Лазаряна,

А. В. Орловская, к. э. н., доцент, Днепровский национальный университет железнодорожного транспорта имени академика В. Лазаряна,

А. О. Карра, менеджер-начальник отдела сопровождения проверок, ревизий финансово-хозяйственной деятельности АО «Укрзализныця»

Методология исследования. Для проведения исследований в работе использовались методы: конкуренции, SWOT-анализа, математического анализа, маркетинговые модели, использован метод PEST-анализа, метод принятия решений, подход Кайдзен для достижения высокой степени качества товара или услуги, системный подход.

Результаты. В статье доказана целесообразность применения антикризисного менеджмента пассажирских перевозок как фактора повышения конкурентоспособности железной дороги. Анализ развития рынка транспортных услуг за последние двадцать лет показал, что железнодорожные перевозки постепенно теряют своих пассажиров, в пользу авиационного и автомобильного транспорта. Руководство «Укрзализниці» за последнее время сделало много шагов по повышению конкурентоспособности железнодорожных пассажирских перевозок на отечественном рынке транспортных услуг, но этих мер сегодня недостаточно, чтобы восстановить утраченные позиции, которые имела железная дорога раньше.

С целью повышения уровня конкурентоспособности железнодорожных пассажирских перевозок, а также освоения большего сегмента на рынке транспортных услуг, определена необходимость решения следующих задач: провести исследование и анализ факторов, влияющих на существующую ситуацию на рынке услуг, проанализировать преимущества существующих потенциальных конкурентов на рынке транспортных услуг, проанализировать опыт пассажирских перевозок Евросоюза, разработать меры, которые можно предложить «Укрзализниці» для повышения эффективности пассажирского хозяйства и получения дополнительной прибыли.

Новизна. В работе предложены направления антикризисного управления для повышения эффективности пассажирского комплекса, а именно: развитие железнодорожного туризма, внедрение системы скидок «бонусного билета», создание железнодорожного ХАБа, внедрение подхода Кайдзен для достижения высокой степени качества услуги, организацию мультимодальных пассажирских перевозок по «единому транспортному билету».

Практическая значимость. Реализация предложенных мероприятий и стратегий позволит «Укрзализниці» определить перспективные механизмы управления пассажирским комплексом в условиях обострения кризиса. Все эти меры помогут «Укрзализниці» выйти из кризисного состояния и получить дополнительную прибыль пассажирской отрасли.

Ключевые слова: кризис, антикризисный менеджмент, пассажирские перевозки, стратегии антикризисного менеджмента, транспортная услуга, железнодорожный транспорт.

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