

Original article

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Co-marketing and Cooperation of the Transport and Logistics Complex in a Challenging Economic Environment

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ABSTRACT The article deals with the issues of cooperation in the context of increasing sanctions imposed on the Russian Federation transport and logistics complex (TLC).

A comprehensive express analysis of the impact of sanctions in different aspects of cooperation has been carried out. The system of anti-crisis measures to reduce the damage from the sanctions imposed on the enterprises of the Russian TLC has been studied.

The factors of co-marketing and cooperation in the TLC have been researched as well. The content of the cooperation concept in the TLC has been outlined and the possibility of a targeted and territorial approach stipulated.

A sequence of steps for measuring business processes performance and dynamic models of economic development have been worked out. The cooperation framework of TLC enterprises has also been presented. Besides, in order to solve the problems of co-marketing, an algorithm of business process optimization of business entities with respect to different social groups of consumers has been proposed.

In the deteriorating economic environment, it is necessary to regulate the system of cooperation in order to increase the TLC customer loyalty. It has been proposed to frame the interaction of TLC business entities on the principle of co-marketing, and to focus on the issue of regional residential community development, both by businesses and by the State.

KEYWORDS: co-marketing; transport and logistics complex; cooperation; targeted approach; territorial approach; sanctions pressure; parallel imports

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Научная статья

Ко-маркетинг и кооперация транспортно-логистического комплекса в сложных экономических условиях

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АННОТАЦИЯ Рассмотрена проблематика кооперации в условиях возрастающего санкционного давления на транспортно-логистический комплекс (ТЛК).

Проведен комплексный экспресс-анализ воздействия введения санкций по направлениям кооперации. Изучена система антикризисных мер по снижению ущерба от влияния санкций на предприятия российского ТЛК.

В равной степени исследованы факторы ко-маркетинга и кооперации в ТЛК. Раскрыто наполнение концепции кооперации в ТЛК; оговаривается возможность применения целевого и территориального подходов.

Определена последовательность оценки эффективности бизнес-процессов, динамические модели развития экономики. Представлена схема системы кооперации организаций ТЛК; кроме того, для решения задач ко-маркетинга предложен алгоритм оптимизации бизнес-процессов субъекта предпринимательства по критерию различных социальных групп потребителей.

В условиях ухудшения экономической ситуации для повышения лояльности потребителей ТЛК необходимо наладить регулирование системы кооперации. Предложено построить взаимодействие субъектов предпринимательской деятельности ТЛК на основе принципов ко-маркетинга, уделить внимание проблеме развития населенных пунктов регионов, как предпринимателей, так и государства.

КЛЮЧЕВЫЕ СЛОВА: ко-маркетинг; транспортно-логистический комплекс; кооперация; целевой подход; территориальный подход; санкционное давление; параллельный импорт

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INTRODUCTION

Technological, socio-economic and environmental changes in recent decades have led to a rethinking of approaches to management of the transport and logistics complex development (TLC). In addition to the external factors, Russian TLC enterprises have been affected by successive economic sanctions since 2014. These sanctions have resulted in the restriction of TLC operations and deliveries of imported products not produced in our country, as well as sophisticated equipment, technologies and dual-use goods to Russia.

On 25 February 2022, the European Commission published a regulation restricting exports of certain product groups from the European Union to the Russian Federation. European suppliers must obtain special licenses to export goods to the Russian Federation. From 3 March 2022, US companies must also obtain licenses to export certain types of equipment and electronics to Russia. The authorities in charge of issuing such licenses have been encouraged to make active use of the “denial policy”. Australia, South Korea, Canada, Japan and several other countries have joined in restricting the shipments to Russia.

In the current circumstances, Russian enterprises engaged in production and economic activities in the TLC sector have been advised to implement a strategy of cooperation and joint marketing (co-marketing) as an anti-crisis toolkit.

MATERIALS AND METHODS

The governments of the sanctioning countries do not oblige international TLC companies to withdraw from the Russian market. However, many foreign transport companies are forced to suspend or terminate their operations in the Russian Federation. The

transport and logistics corporations have been acting under strong pressure when making their own decisions about continuing/terminating their operations in Russia in the current international political context.

Sanctions are indirectly affecting the structure of all Russian foreign economic activity. One of the effective crisis response tools for Russian TLC enterprises can be collaboration in management of multimodal and international cargo transportation as well as joint marketing (co-marketing) [1–3].

Cooperation and co-marketing enable businesses to remain in the market and continue their business activities in the face of economic sanctions and restrictions. Fig. 1 and 2 show the total number of sanctions against a number of countries worldwide and the sanctions’ impact on various sectors of cooperation in Russia.

To support the importing companies, the Government of the Russian Federation and the Ministry of Industry and Trade have taken a number of actions. A simplified customs clearance of imported goods has been introduced, customs certification for certain categories of goods have been revoked, and parallel imports have been allowed. The exemptions should facilitate an uninterrupted supply of production components. The measures taken will also help to avoid shortages on the consumer market and in the TLC sector.

Currently, import certification is allowed based on the documentation provided by the companies import-

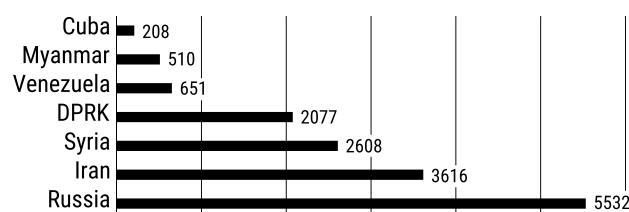


Fig. 1. Distribution of the sanctions imposed worldwide

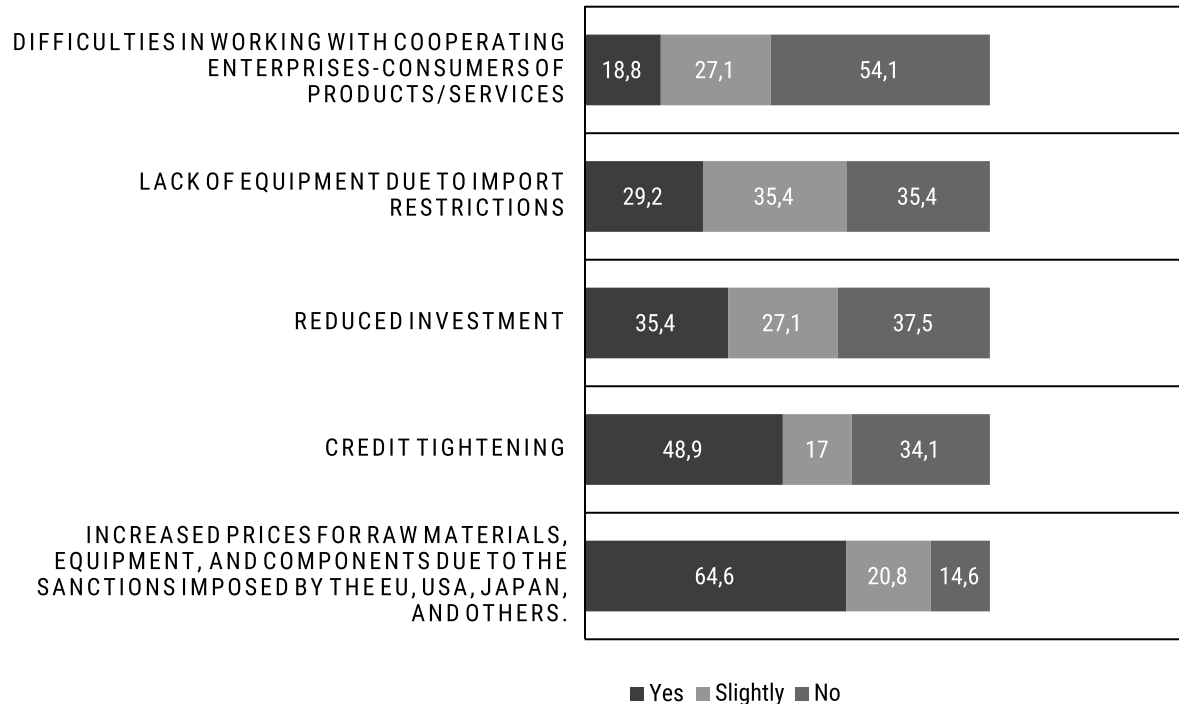


Fig. 2. The aspects of cooperation affected by the sanctions and their assessment

ing products and the importers may conduct compliance assessment without the involvement of accredited laboratories. Importers have an option of confirming product compliance with the technical regulations and national standards based on their own documentation provided. Customs clearance of goods made under the simplified scheme must be registered with the Federal Accreditation Service (Rosakkreditatsiya). Order No. 3898 of the Ministry of Industry and Trade issued on 14.09.2022 contains a list of exceptions. From January 2022, the Eurasian Economic Commission Council Decision No. 130 cancelled the certification of certain types of imported products.

The adopted regulations apply to equipment and spare parts (components), so the manufacturing companies will benefit from the changes in regulations. Customs certificate and bill of entry will not be required when importing:

- spare parts for service and repair of machinery that was imported or manufactured in Russia earlier. The importer must be an official brand representative;
- spare parts to be used in the manufacture of products for the importer's own needs;
- used equipment and machinery.

Until 2022, the Russian Federation had a national system of exhaustion of rights. Manufacturers supplied goods only through a network of authorized distributors. By Order No. 1532 of 19.04.2022, the Ministry of Industry and Trade of the Russian Federation estab-

lished a list of products permitted for import under the new regulations.

Parallel imports are subject to international legislation and are not considered smuggled or counterfeit goods. They are subject to all applicable certification requirements. For goods certification in 2023 it is required:

- to define the technical regulations and import licenses applicable to the goods;
- apply a simplified customs clearance system according to the exemption list of the Ministry of Industry and Trade;
- create the possibilities for parallel imports of branded products in accordance with the order of the Ministry of Industry and Trade or with the help of certification centres.

All this suggests that the Russian government have actively participated in reducing the burden of the economic sanctions and restrictions on the enterprises of the Russian TLC. In combination with the measures of the government support, cooperation and co-marketing in the aspect of logistics make the implemented business processes more efficient [2–7].

RESULTS

The success of cooperation lies in co-financing of the business needs of TLC member companies such as forwarding and warehouse operators, distribution

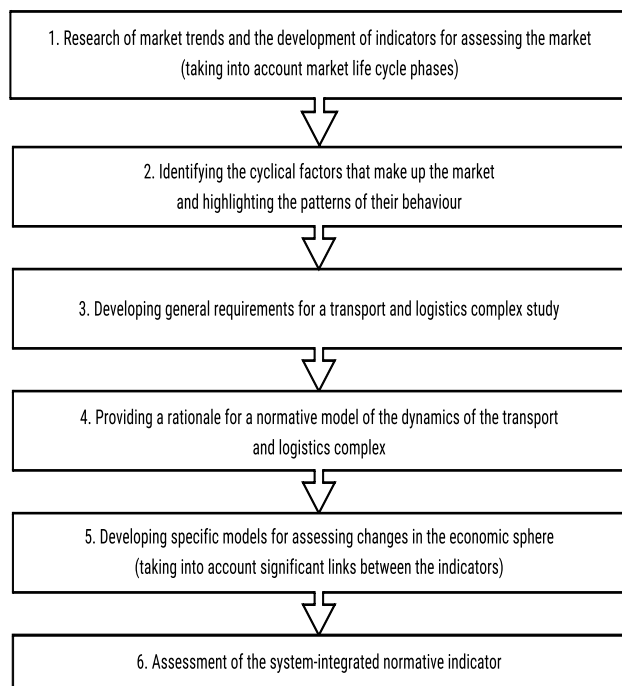


Fig. 3. Algorithm of the methodology for assessing business activity in the economic environment

companies, as well as companies involved in shaping the transport and logistics services market (raw material and commodity suppliers, consulting and IT companies, etc.).

Government funding for various aspects of digitalization and innovative development of TLCs also contributes to successful cooperation. State development programmes have defined the State commitment in promoting the digitalization of the country's TLC economy [3–6].

The legislation regulating the development of the digital economy in Russia is in line with similar foreign documents in terms of the time of adoption and content. Nevertheless, as practice shows, the Russian TLC has experienced a need for co-operation, new technological solutions, digitization and digitized platforms. The evaluation method of socio-economic efficiency of business activities in the framework of transport and logistics company cooperation is presented in Fig. 3 [4].

The best tool to improve the socio-economic efficiency of business cooperation lies in the multi-criteria optimization method. With this method, the structure of the incoming cash flows will be optimal if the businesses activities grow, the businesses income growing too. Optimizing the structure of incoming cash flows is essentially a question of allocating shares of business income, payroll fund and dividends to the maximum satisfaction of all parties. Two levels of regulation — internal and external — need to be distinguished.

The relationship between predictive analysis (“potential assessment”) and retrospective analysis (analysis of dynamics) has been used for developing a method for analyzing the dynamic potential of the cooperation participants in the sphere of transport and logistics services [2–5]. The procedure of the dynamic potential analysis of the participants is presented in Fig. 4.

This kind of analysis can be carried out based on different dynamic system models:

— a model of the relationship between the growth rates of wealth accumulation and consumption and of gross domestic product;

— a model of the business bankruptcy dynamics;

— a model of investment development;

— a model of innovation development.

The “Golden Rule” in economics is applied to the algorithm (Fig. 4). This modification is developed by adding a social performance indicator to the basic model. This indicator illustrates the particular activities of co-operation participants in the framework of individual missions of enterprises working in the field of transport and logistics services [5, 6].

The Russian practices of TLC co-marketing including the development of digital technologies should be focused on improving the competitiveness of Russian transport companies and agglomerations as well as creating an effective system of regional management and safe and comfortable living conditions for residents.

TLC cooperation can be established in various formats, for example, consortiums and consumer co-

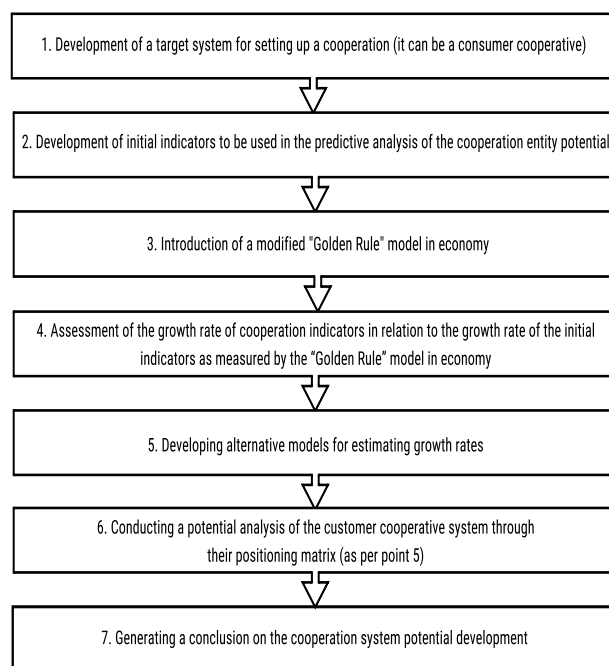


Fig. 4. Sequence of steps for the dynamic potential analysis of a cooperation system participants

operatives. The cooperation system of TLC enterprises is shown in Fig. 5.

The cooperation as a non-profit institution promotes the economic and social development of the region [7].

In order to implement the cooperation model (Fig. 5), the TLC sector participants need to develop

business and production activities through team cooperation in order to improve the social and economic situation in the regional units of the Russian Federation [8]. Such activities include:

- 1) identifying social groups;
- 2) mapping the sources of incoming cash flows of social groups;

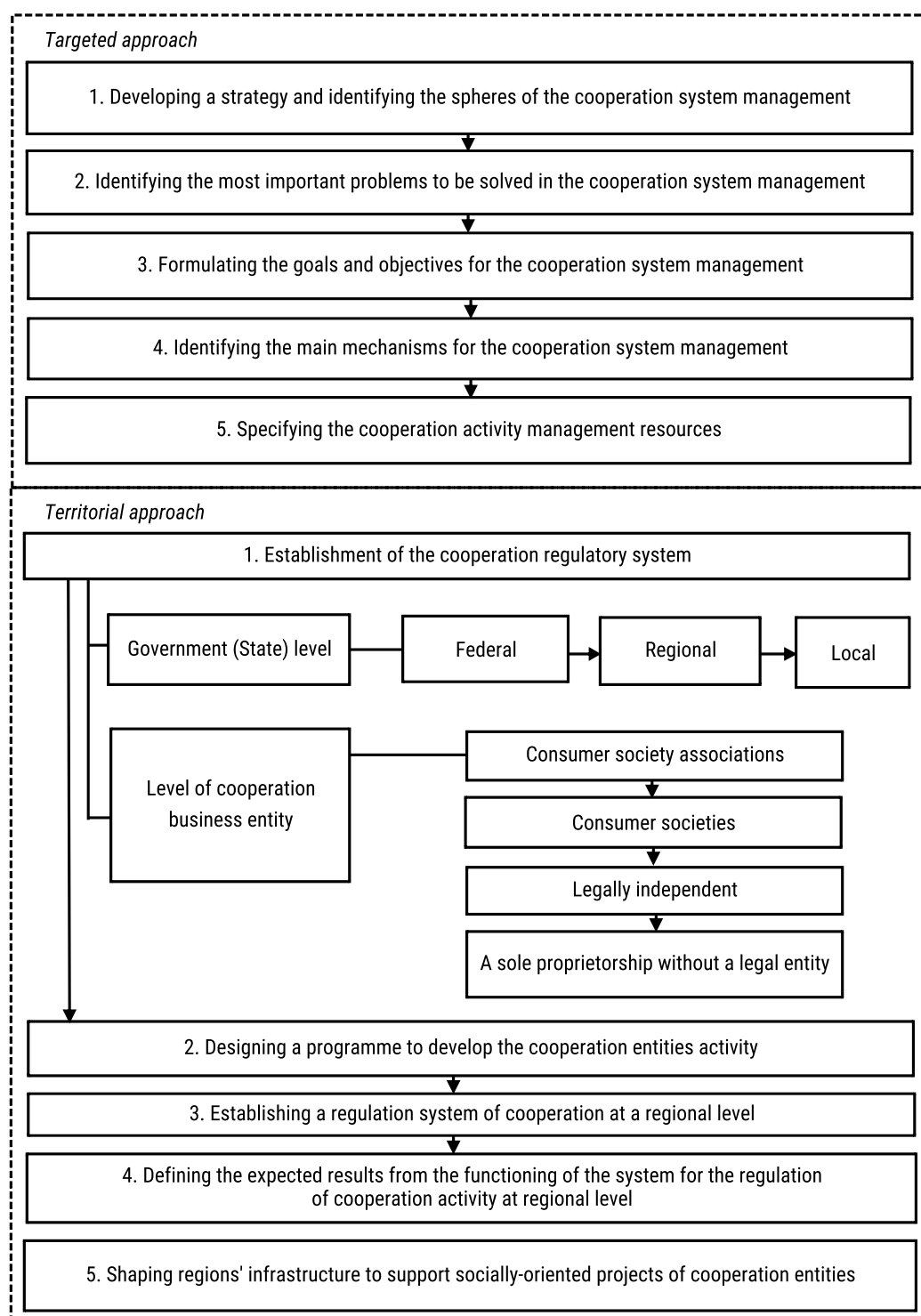


Fig. 5. The cooperation system of transport and logistics companies

3) choosing and substantiating the income calculation method;

4) optimising the structure of incoming cash flows;

5) developing the guidelines for the harmonization of the interests of social groups.

CONCLUSION

In order to support the enterprises carrying out production and business activities in the sector of transport and logistics services, it is necessary to estab-

lish an effective interaction of the TLC entities based on the principles of co-operation and co-marketing. Both business entities and the State should pay serious attention to this issue.

As mentioned above, cooperation will ultimately allow for an effective co-marketing (joint marketing) strategy implementation, which will reduce the outflow of people from the economically deteriorating regions, provide for the support of the domestic market, reduce the advertising costs for each company, and increase the loyalty of TLC customers.

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Bionotes

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