

**ANALYSIS OF THE CURRENT STATE OF FORMATION OF A RATIONAL VARIANT OF FREIGHT FORWARDING SERVICES FOR ORDERS***М.Ю. Кохан, здобувач**Харківський національний автомобільно-дорожній університет*

The disruption of global supply chains and its ripple effects are increasingly recognised as a significant risk to the global economy at both the institutional and organisational levels [1]. In particular, the systemic risk of global supply chain disruptions seems to be underestimated. This has resulted in increased institutional pressure and change due to issues related to both the Covid-19 pandemic and the Ukrainian crisis. For example, Russia's invasion of Ukraine disrupted wheat supply chains to many African countries. This has led to higher global prices for key commodities and exacerbated the food security crisis in Africa. In response, governments, businesses, and relevant institutions have called for and participated in various measures to maintain, restructure, and/or adapt global trade flows for more secure and sustainable supply chains [1].

For the freight forwarding industry, the recent crisis can be considered as one of the most difficult challenges of the beginning of globalisation [2]. Studies have shown that the transport and logistics sector has suffered more than the average economy and has had to deal with both high fluctuations in supply and demand, which has led to major staffing, operational and strategic changes. A review of the resilience strategies of transport and logistics companies in response to crisis situations, and the impact on different modes of transport, allows us to identify specific initiatives and actions taken by transport and logistics companies [3]. The most important thing is to determine the level of impact of crisis phenomena on different types of transport and their sustainability in the freight forwarding sector.

Risk management in the freight forwarding of orders is extremely important for a company's success. Due to the increasing complexity of supply chains, preventing and mitigating disruptions is becoming a very challenging task [4]. As globalised supply chains cross numerous regulatory boundaries, companies involved in these systems are subject to increasing pressure from consumers. Global supply chain management mechanisms are increasingly faced with the requirements of sustainable production and consumption [5]. Multinational freight forwarding companies that own brands in developed countries play a central role in organising global supply chains. These companies focus on activities such as product design, marketing and brand management, while low-skilled manufacturing activities are outsourced to low-income countries [5].

The freight forwarding industry is sensitive to changes within and outside the industry, such as changes in the political and economic environment [6]. Recently, the market structure in the industry has been rapidly diversifying globally; thus, innovation in order fulfilment management is more important than ever before. Improving overall management performance, which includes both financial and non-financial results, also contributes to successful performance in this area [6]. Trust in a company has become a critical component of its ability to realise productivity goals, promote employee development and job satisfaction, and gain employee support to improve customer service.

Import and export volumes are expected to increase year on year, and the demand for forwarding services will grow along with it. The obvious attractiveness of this business has led to new companies entering the market. Independent logistics departments of trading companies have mastered the forwarding business in the course of their activities, learned how to transport the goods they specialise in, and began to offer their services in this area to other companies [7].

The process of freight forwarding services (FFS) is a complex multi-element technological process, and its management is characterised by the presence of a significant number of alternatives at different stages of decision-making. The cost of a minor mistake in decision-making can be quite high, which is explained by the significant cost of vehicle downtime, the possibility of damage to the relevant cargo and the loss of additional income for forwarding companies. However, modern measures to motivate effective decision-making in the management of the FFS allow solving a rather narrow list of tasks [8].

As you know, the start of any freight forwarding company (FFC) can be considered the receipt of an order from a client and its subsequent processing. Upon receipt of a customer's request, the freight forwarder needs to prepare an appropriate commercial offer in a short time. Such a short period of time is due to the fact that the customer (shipper) may send a request for delivery to several companies and then choose the company that responds most quickly and offers the most favourable commercial offer. Thus, the operator's biggest challenge is to perform all actions on time. Today, transport and forwarding companies in Ukraine have begun to use automated systems for accepting and processing orders, such as voice or text-based request reception. Such a "secretary" can accept an application with full information about the cargo, generate a commercial offer and send it to a specialist for further processing, thus significantly reducing the time required to service a customer's order.

Properly organized technological processes by forwarding companies ensure: clear and timely quantitative and qualitative acceptance of goods; efficient use of mechanisation of loading and unloading, transport and warehousing operations; consistent and rhythmic performance of warehouse operations, which contributes to systematic loading and creation of good working conditions for warehouse workers; rational warehousing of goods, which ensures maximum use of the volume and area of the warehouse; safety of goods; clear organisation of centralised management [9].

The field of activity of modern logistics and forwarding companies is the organisation of mainly complex international freight transport by road. In fact, freight forwarding companies perform the functions of an organisationally responsible module in the international cargo delivery system [10]. Focusing FFC activities only on the international delivery market segment cannot have a positive impact on the current state of the domestic market of transport services for organisations. Modern road transport companies do not fully perform the functions of coordinating and managing transport services in certain regions. Transportations are carried out by many small companies, and their activities are not coordinated in terms of minimising the relevant delivery costs and the total downtime of production due to supply failures (i.e., some logistics principles are not met) [9].

The current practice of freight forwarding in international transport has a number of drawbacks. Freight forwarders involved in the preparation of documentation and development of routes for international transport operate in a highly competitive environment. Their activities are chaotic and, as a result, inefficient due to the lack of scientifically based methods for choosing the optimal strategy for market behavior [10].

The authors in [11] propose a method for studying the flow of requests for freight forwarding services using the tools of the information logistics portal. Based on the results of experimental studies for the Ukrainian road transport market, the authors substantiate the distributions of the parameters of the flow of requests and determine quantitative indicators of demand for the services of Ukrainian forwarding companies.

The current state of forwarding activities in Ukraine is characterised by high competition in the service market. There are scientific developments of the theoretical foundations for the introduction of modern technologies in the work of forwarding companies by such scientists as E.V. Nagorny, V.S. Naumov and others. In the works on improving the organisation of cargo delivery by forwarding companies, the main attention is paid to the development of effective interaction of all participants in the process, the reliability of this interaction without taking into account possible changes in the sequence of relevant operations under the influence of random factors [12-18].

The analysis revealed the problem of forming a rational variant of freight forwarding services for cargo delivery orders. To solve this problem, it is planned to develop a theoretical framework for the formation of a rational variant of freight forwarding services for cargo delivery orders, conduct experimental studies, analyse the results and develop practical recommendations.

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