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## STAKEHOLDERS' MANAGEMENT OF STRATEGIC PARTNERSHIPS PROJECTS IN PROVIDING MAINTAINCE FUNCTION FOR ROAD TRANSPORT CARRIERS

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### УПРАВЛІННЯ ЗАЦІКАВЛЕНИМИ СТОРОНАМИ В ПРОЕКТАХ СТРАТЕГІЧНОГО ПАРТНЕРСТВА ПІДПРИЄМСТВ АВТОМОБІЛЬНОГО ТРАНСПОРТУ В РОЗВИТКУ СИСТЕМ ТЕХНІЧНОГО ОБСЛУГОВУВАННЯ ТА ПОТОЧНОГО РЕМОНТУ ПАРКІВ ТРАНСПОРТНИХ ЗАСОБІВ

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### УПРАВЛЕНИЕ ЗАИНТЕРЕСОВАННЫМИ СТОРОНАМИ В ПРОЕКТАХ СТРАТЕГИЧЕСКОГО ПАРТНЕРСТВА ПРЕДПРИЯТИЙ АВТОМОБИЛЬНОГО ТРАНСПОРТА В РАЗВИТИИ СИСТЕМ ТЕХНИЧЕСКОГО ОБСЛУЖИВАНИЯ И ТЕКУЩЕГО РЕМОНТА ПАРКОВ ТРАНСПОРТНЫХ СРЕДСТВ

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#### **Problem.**

Technical training park motor vehicles (ATZ) in Ukraine provide different enterprises of motor transport (PAT), which, depending on their functions are usually divided as follows: automobile, auto service and Auto. Among trucking companies (ATP), in turn, distinguish ATP complex that dominated the economy of Ukraine until the mid 1990s. Terms establishment, operation and development of complex ATP envisaged combination of primary activity - passenger and / or cargo and auxiliary - maintenance (maintenance) and maintenance (PR) ATZ parks and forwarding services (EO). Under the organization of production complex ATP can be divided into so-called independent (independent) or independent, which in particular distinguishes the full range of works on maintenance and PR themselves, and cooperative, which distinguishes full or partial specialization and cooperation in ensuring maintenance and OL ATZ.

Today the value of fixed assets PAT, which constitute the technological base (VTB) is essential, but the effectiveness of their use remains low. In such circumstances, the further development of VTB should be not so much because of the construction of new PAT, so much due to reconstruction and technical re-equipment of existing ones.

As noted in several studies, the present state of the former Soviet Union VTB has the following characteristics: relatively high capital intensity; sufficient conservatism and long term physical life of the related assets - which can be operated for several generations ATZ and technical equipment, operating conditions vary considerably, qualification of personnel, resource requirements, etc., respectively VTB requires adapting to these changes; increase in passengers and cargo and, consequently, increase ATZ parks while limiting the total investment in construction led to a substantial backlog of VTB requirements of modern automobiles, that more negative impact on the technical readiness park ATZ, which, in turn,

discerns share growth of complex design ATZ big and especially big load and capacity, trains, specialized ATZ etc. VTB development through the implementation of priority complex ATP deficit increased investment since the costs of creating such ATP is comparatively higher, and the use of technical equipment and staff productivity - below.

Creating complex ATP was necessary, as the researcher Ermilov D.S., but such lasting too long, step in the development of road transport, due to the gradual creation in urban areas, regions total production capacity sufficient to move centralized production and gain experience in building cooperative ties.

In terms watching today in Ukraine the prevalence of small, the number of ATZ, ATP, however, there is a gradual strengthening state and municipal regulation of road transport markets, primarily passenger, in particular in terms of formation and comply with the maintenance and PR parks ATZ. This small ATP competitive position weakened substantially through the level that can be achieved in providing the latest performance of costs and quality maintenance and OL ATZ. To a large extent this is due to the influence of economies of scale, which, as we know, no trace of research in the field of transport, but the show in TO and PR.

Thus, there is a need to find, with appropriate methodological rationale, business solutions (business models) that would ATP, including small, the existence of which is consistent with the sector (for road transport) model of the market [1], significantly improve efficiency processes and maintenance of parks OL ATZ conditions necessary for the implementation of regulatory policy in respect of transport relevant EU standards requirements on reliability parameters ATZ, transport safety, economy, comfort and environmental friendliness.

#### **Analysis of previous publications.**

Terms efficiency VTB ATP provide widespread use of organizational principles of concentration, specialization and cooperation. Technical aspects of centralized maintenance and PR parks ATZ considered in Babina L.V., Bidnyak M.N., Bilichenko V.V., Govoruschenko M.J., Yermilov D.S., Yefimov V.B., Kleiner B.S., Kuznetsova E.S., Kournikova I.P., Markov A.D., Shevchenko M.E. and many other researchers since the 1970s. today. Recognizing that the methods and models worked out by researchers in the context of the aforementioned centralization of maintenance and PR, retain their significance, however, the economic conditions of their implementation, in particular taking into account the difference between the central planning economy to market underwent significant changes. Definition supporting enterprises, as assumed, for example, works Yermilov D.S., business leaders for specific groups or PAT ATP usually geographically and then must switch to their maintenance and PR in general, or certain types of work, allowing the effect to realize economies of scale, however, leaves the questionable choice of market operators transport providers of maintenance and PR and, consequently, the existence of a market for these services as such at all. This approach can be used when considered PAT, located in one of subordination.

Thus, in general, there is a scientific problem developing methods and models of management systems and maintenance OL ATZ, which, while maintaining the benefits of centralized software maintenance services and PR at the same time would correspond to a market economic relations. Purpose of the article - development of methodological foundations of management stakeholders on the draft strategic partnership PAT in the development and maintenance of parks OL ATZ, the identification of these parties and the reasons (opportunities) that they perceive deciding to promote or deter relevant projects.

#### **The main material.**

By promising direction in the development of methods and models of management systems and maintenance of parks OL ATZ can be considered a strategic partnership PAT in a particular region on joint development of VTB and / or joint placement of orders and maintenance services of PR on the basis of outsourcing. The issue of inter-organizational partnerships in business as such today received methodological rationale in management, including logistics, supply chain.

Most of the presently known definitions of partnership in supply chains for key characteristics of the latter, consider: long-term nature of the relationship; joint activities; implementation of integrative principles in inter-organizational relationships. This principle provides for particular coordination and cooperation, rational distribution of benefits, costs and risks, information sharing, functional integration, and the development of integrative relations. Can identify a number of elements that are characteristic of the relationship of integration - mutual trust, cooperation and responsibility. Sign Relations integration is the capacity to manage conflict and ensure its solution as soon as possible. These characteristics partnership identified in terms of functioning and development of supply chain can be extended to a

regional partnership in the field of PAT and maintenance of parks OL ATZ. With the difference can be noted condition of the principle of functional integration - vertical, usually in supply chain systems and horizontal "soft" in the proposed system of regional partnership PAT.

Terms efficient management of the implementation of strategic partnerships PAT, as can be expected should include the use of project management methodology. In this context of interest identify parties interested in the project of strategic partnership PAT, and the reasons (opportunities) that they see, facilitating or constraining the project.

Criteria for success of the product as the criteria for success identified project stakeholders in the project, according to their interests.

As can be expected in projects of strategic partnership in the development of PAT and maintenance of parks OL ATZ must be many, in general, stakeholder analysis which, with the use of force field analysis method Lewin [2, p. 60], are presented below (Fig. 1), and in Tables 1 and 2.

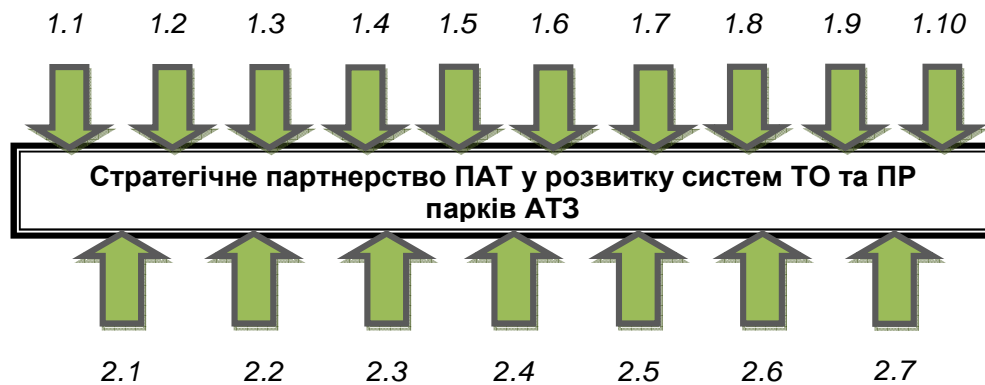


Figure 1 – Scheme of the field strength for the product of the project strategic partnership PAO in the development of systems and PR parks ATZ: 1.1 – 1.10 – forces (parties) that move; 2.1 – 2.7 – forces (parties) that inhibit

Table 1 – the Forces that move the draft strategic partnership in the development PJSC systems and PR parks ATZ – such as that see opportunities in the product of the project

Denote	A group of individuals, organization, institution	The reason (possibility)
1	2	3
1.1	Transport users (passengers)	Improving the quality of transport services (comfort, transport safety), reducing prices, improving the ratio of "price/quality»
1.2	Owners and managers of PJSC partner (in the absence of a conflict of interest)	Prevention of falls and/or wealth growth (profit, market value of the business), new market
1.3	Organizational structure, systems and PR parks PBX PAO partners	Increase productivity, reduce labor intensity, reduce costs and/or improving quality, including reliability, of separate kinds of works on repair of parks ATZ JSC (ATP) partners, and the possibility of obtaining the income directly from the provision of the last
1.4	Managers of different levels PAO partners	Achievement of target values of key performance indicators (KPI) PAO partners
1.5	The organizational structure of	Improving the quality of services in THE parks, etc PBX and reduce the period of their performance as the basis for improving technical readiness parks PBX to the

	transportation systems PJSC (ATP) partners	provision of services on transportation of passengers
1.6	Personnel of PJSC partners, unused at THE parks, etc PBX	Preventing job cuts, wage growth
1.7	Highly qualified personnel PAT partners involved in the maintenance of parks and PR ATZ	Prevention reduction of jobs, wages grew, the possibility of further development
1.8	project managers	Achieving the target values of project success criteria that are interconnected with the criteria of success of the product
1.9	Legislative and executive power	Raising the requirements for technical training parks ATZ / Raising controllability comply with the technical training parks ATZ / growth of tax payments
1.10	The local community	Reducing harmful effects on the environment, improving transport security

Table 2 - forces that hinder the project Strategic Partnership in Development PJSC maintenance of parks and OL ATZ - so as to see the threat of Product Design

Denote	A group of individuals, organization, institution	The reason (possibility)
1	2	3
2.1	The owners and top managers of other modes of transport that provide services for passengers	The decrease in market share, falling welfare of owners (profit, market value of the business, etc.)
2.2	The owners and top managers PAT	Reducing the share of the transport market and / or maintenance and PR, the loss of existing and / or potential routes, reduced welfare
2.3	The owners and top managers PAT	Loss of control over the execution of certain types of work and maintenance of parks OL ATZ "their" PJSC (ATP) and / or the need to perform certain types of work with PR and maintenance of parks ATZ based on "internal" (for PAT partners) and external outsourcing (for PAT, which are not involved in the partnership structures)
2.4	Staff PAT partners involved in the maintenance of parks and OL ATZ	Job cuts
2.5	Unions PAT partner	Job cuts
2.6	Staff PAT, which are not included in the partnership	Job cuts
2.7	PAT partners	Inter-organizational conflict of interest

Based on the analysis of reasons (opportunities) that contribute to project strategic partnership PAO in the development of systems and PR parks PBX can be formed are the success criteria of the project that reflect the success of the project.

#### **Conclusion.**

Identified stakeholders for projects of strategic partnership PAO in the development of systems and PR parks PBX, as well as the causes (possible) that they see, making decision to promote or deter the relevant projects. Further studies will require the development of complex of measures on management of stakeholders for specific projects.

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#### ПЕРЕЛІК ПОСИЛАНЬ

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The article examines approaches to managing stakeholders in projects of strategic partnership road transport enterprises in the development of maintenance and repair vehicle parks.

The purpose of the article - the development of methodological foundations of governance stakeholders on projects of strategic partnership road transport enterprises in the development of vehicle maintenance and repair current vehicle fleet, the identification of these parties and reasons (opportunities) that they see when deciding to promote or containment of relevant projects.

Object of study - strategic partnerships road transport enterprises in the development of maintenance and repair.

Research methods - the method of contrastive comparative analysis, abstract and logical method, analogies and comparisons, the method of analysis of the field strength.

The study identified stakeholders on projects of strategic partnership road transport enterprises in the development of maintenance and repair fleet of vehicles, as well as cause (if possible) what they see, deciding to promote or deter relevant projects.

KEY WORDS: STRATEGIC PARTNERSHIP PROJECTS, GROUND TRANSPORTATION, MAINTENANCE AND SERVICE.

#### РЕФЕРАТ

**Воркут Т.А. Управління зацікавленими сторонами в проектах стратегічного партнерства підприємств автомобільного транспорту в розвитку систем технічного обслуговування та поточного ремонту парків транспортних засобів / Т.А. Воркут, О.Є. Білоног, А.М. Дмитриченко, Ю.В. Лушай // Управління проектами, системний аналіз і логістика. Науковий журнал: в 2 ч. Ч. 1: Серія: „Технічні науки” – К. : НТУ, 2014. – Вип. 14**

**В статті досліджуються підходи до управління зацікавленими сторонами в проектах стратегічного партнерства підприємств автомобільного транспорту в розвитку систем технічного обслуговування та поточного ремонту парків транспортних засобів.**

Мета статті – розроблення методичних основ управління зацікавленими сторонами за проектами стратегічного партнерства підприємств автомобільного транспорту в розвитку систем транспортного обслуговування та поточного ремонту парків автотранспортних засобів, в частині ідентифікації зазначених сторін, а також причин (можливостей), які вони вбачають, приймаючи рішення про сприяння або стримування відповідних проектів.

Об’єкт дослідження – стратегічні партнерства підприємств автомобільного транспорту в розвитку систем технічного обслуговування та поточного ремонту.

Методи дослідження – метод зіставно-порівняльного аналізу, абстрактно-логічний метод, метод аналогії та порівнянь, метод аналізу поля сил.

За результатами дослідження ідентифіковано зацікавлені сторони за проектами стратегічного партнерства підприємств автомобільного транспорту в розвитку систем технічного обслуговування та поточного ремонту парків автотранспортних засобів, а також причини (можливості), які вони вбачають, приймаючи рішення про сприяння або стримування відповідних проектів.

**КЛЮЧОВІ СЛОВА: ПРОЕКТИ СТРАТЕГІЧНОГО ПАРТНЕРСТВА, ПІДПРИЄМСТВА АВТОМОБІЛЬНОГО ТРАНСПОРТУ, ТЕХНІЧНЕ ОБСЛУГОВУВАННЯ ТА ПОТОЧНИЙ РЕМОНТ.**

## РЕФЕРАТ

Воркут Т.А. Управление заинтересованными сторонами в проектах стратегического партнерства предприятий автомобильного транспорта в развитии систем технического обслуживания и текущего ремонта парков транспортных средств / Т.А. Воркут, О.Е. Билоног, А.Н. Дмитриченко, Ю.В. Лушай // Управление проектами, системный анализ и логистика. Научный журнал: в 2 ч. Ч. 1: Серия: „Технические науки” – К. : НТУ, 2014. – Вип. 14

В статье исследуются подходы к управлению заинтересованными сторонами в проектах стратегического партнерства предприятий автомобильного транспорта в развитии систем технического обслуживания и текущего ремонта парков транспортных средств.

Цель статьи – разработка методических основ управления заинтересованными сторонами в проектах стратегического партнерства предприятий автомобильного транспорта в развитии систем технического обслуживания и текущего ремонта парков транспортных средств, в части идентификации указанных сторон, а также причин (возможностей), которые они видят, принимая решение о содействии или сдерживании соответствующих проектов.

Объект исследования – стратегического партнерства предприятий автомобильного транспорта в развитии систем технического обслуживания и текущего ремонта парков транспортных средств.

Методы исследования - метод сопоставимо сравнительного анализа, абстрактно-логический метод, метод аналогии и сравнений, метод анализа поля сил.

По результатам исследования идентифицированы заинтересованные стороны в проектах стратегического партнерства предприятий автомобильного транспорта в развитии систем технического обслуживания и текущего ремонта парков транспортных средств, а также причины (возможности), которые они видят, принимая решение о содействии или сдерживании соответствующих проектов.

**КЛЮЧЕВЫЕ СЛОВА:** ПРОЕКТЫ СТРАТЕГИЧЕСКОГО ПАРТНЕРСТВА, ПРЕДПРИЯТИЯ АВТОМОБИЛЬНОГО ТРАНСПОРТА, ТЕХНИЧЕСКОЕ ОБСЛУЖИВАНИЕ И ТЕКУЩИЙ РЕМОНТ.

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