



Volume XXIII 2020

ISSUE no.1

MBNA Publishing House Constanta 2020



Scientific Bulletin of Naval Academy

SBNA PAPER • **OPEN ACCESS**

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To cite this article: Olha Dimoglova , Sergiy Maksymov and Leonid Herhanov, Scientific Bulletin of Naval Academy, Vol. XXIII 2020, pg.159-165.

Available online at www.anmb.ro

ISSN: 2392-8956; ISSN-L: 1454-864X

doi: 10.21279/1454-864X-20-I1-020

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Strategic Approaches to the Formation of Professional Image of Specialists in the Conditions of Implementation of the Model of Water Transport Companies Development

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Abstract. Strategic approaches to the professional image formation of water transport professionals should be considered using a defined model of economic development for water transport companies, followed by a description of the recommended measures. The algorithm of transport company development model, as a rule, has its economic sectoral features where the company operates. However, in this approach, important elements of the participation of human resources in the implementation of the company development strategy, which, in particular, suggest possible variations of combinations of managerial decisions. Thus, the transport industry is no exception. The authors of the article propose the procedure and main stages in the strategy development for the professional image formation in terms of introduction of the model of water transport companies development, and introduce new definition of the concept "strategic role of professional image in the model of water transport companies development" and use it as a tool for internal analysis of transport company as a significant complement to the definition of the term "transport company development strategy". The existing experience of research on the problems of professional image influence on the final results of activity in the maritime industry companies taking into account differences of transport services are considered in the article. It is clarified that the analysis of the market in which the transport company operates is determined by the definition of the company's field of activity, research of competitors in this field, strategic assets and strategic competence. Considering that the strategy of transport company development is the mutualism of the main goals of the company and the system of management decisions, the authors of the research have identified the main stages of strategic analysis of the transport company activity, the main ways and requirements for the acquisition of strategic competence..

Keywords: water transport company, model, professional image, seafarers, strategic analysis.

1. Introduction

Ukrainian maritime companies operate in the unstable conditions and changeability of the modern market environment, which poses certain challenges to them, the crucial of which is the ability to adapt and develop in accordance with changes in business processes, the variability of external factors, when the introduction of modern management techniques and technologies for companies need or address serious issues of stability and development. Such approach to the formation of prospective development gives to companies a competitive advantage, but it requires its own economic

development strategy, which is based on indicators of the economic component and indicators of the professional image of company personnel aimed at achieving strategic goals.

Considering the advantages that form the functional competitiveness system, it is necessary for maritime industry companies to involve not only the administrative resource but also the personnel capacity, its professional image in the process of strategic management. In this approach, competitiveness issues and the problems of effective long-term company management will become increasingly relevant.

The formation and implementation of a development strategy for the maritime industry companies is aimed at supporting its long-term competitiveness in the maritime transport market, where the professional level, professional competence, namely the personnel professional image of the company is the main element of the social system. Therefore, the staffing component of the implementation of the common strategy in company development is in particular importance.

2. Analyses of the Literature Data and the Problem Statement

The achievement of successful water transport company development in the market considerably depends on the efficiency of its personnel management, which, using its knowledge, skills and attitudes, ensures the realization of production, image, financial and other goals of the company. It may be said that the professional motivation and individual abilities of some employees form the results of the organization as a whole and are the key to its development. Now, the problem of the competent use and development of human resources becomes paramount. This can be achieved by introducing a model for the development of a water transport company.

Researchers have paid much attention to strategic human resource management (R. Amstrong, I. Ansoff [1], A. Tompson [5], O. Grishnova, O. Novikova, G. Osovska, I. Petrova, M. Prokhopenko, I. Blank, A. Nalyvaiko). Also there are a lot of studies on company positive image formation (J. Brown, B. Bruce, N. Enkelmann, I. Alyoshina, V. Zazykin and others) and issues of marine specialists' professional competitiveness (G. Emada, S. Voloshynov [6], O. Lyashenko, O. Besbakh, L. Gerganov, M. Repin). The problems of forming a professional image were studied by E. Emelyanova, A. Panasiuc, L. Popov, V. Cherepanov, P. Bird, N. Webster, A. Dreyer, L. Roberts).

Z. Halushka and I. Komarnitsky claimed that, "... talented, qualified, experienced professionals are not only a resource that allows you to effectively achieve your goals, but also a source of competitive advantage" [2].

For highly effective personnel engagement, for improving labor productivity and financial condition as a whole, must be attributed to the effective use of intellectual, organizational, creative potential of personnel by improving the content of work, its humanization, eliminating monotony and meaninglessness of work; ensuring the safety and reliability of production processes; ensuring normal working conditions, rational modes of work and rest; determination of employee's abilities, establishment of characteristics that directly or indirectly affect the work effectiveness.

The relevance of this problem led to the choice of the purpose of the study. The specific feature of the functioning of the maritime industry, the external and internal factors of influence, and its purpose, determine the difference of the transport service in the maritime industry, so there is a need to develop a model of company development for the transport service provision, which will be provided only when needed. Analysis and problems solution of personnel management and formation of professional image of qualified potential, harmonizes the process of improving the principles, methods, tools of implementation of the development strategy related to the industrial features of the functioning of transport companies.

3. Aims

The aim of this article is the definition of indicators of professional image formation of specialists and their influence on implementation of the model of water transport company development.

4. Key features of the strategic plan of development model

The development strategy defines fundamental long-term goals and objectives, the implementation of which will enable transport companies to become stable and efficient organizations. The development strategy is focused on the growth of freight rates by improving the quality of management activities and the implementation of major initiatives to improve the efficiency, first of all, of the cargo fleet. The Strategic Development Plan is the main document that describes the directions of long-term prospective functioning of the company. It contains strategies and key indicators of the enterprise development, taking into account the goals and projected calculations. The development strategy is the basis for managerial decisions aimed at preventing the imbalance of administrative procedures.

For instance, the strategic target of PJSC “Ukrainian Danube Shipping Company” is the need to strengthen its role in the integration processes in Ukraine as a company occupying key positions in the Danube region and the water transport complex of Ukraine. There is also a need to increase the competitiveness and profitability of the shipping fleet, attract new transit and export-import freight flows, ensure the efficient operation of the shipping company, update the shipping company by decommissioning and sale of physically and morally obsolete ships, modernization of suitable steam and shipbuilding introduction of new technologies for fuel and energy saving.

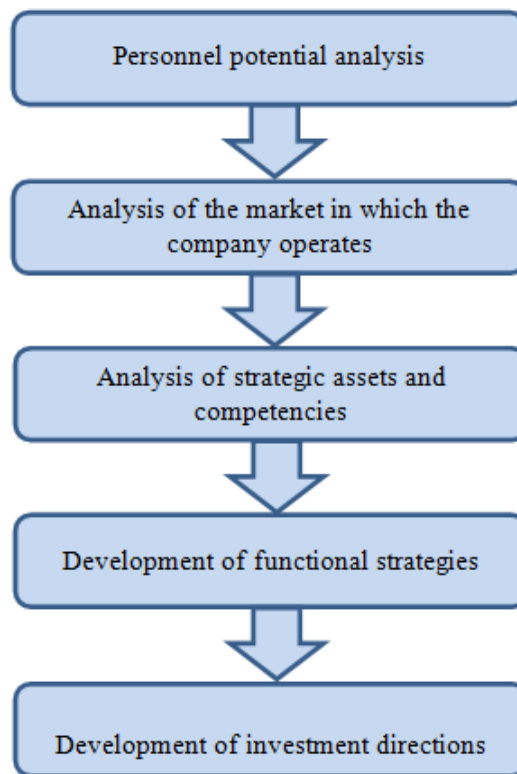


Figure. 1 Model of Strategic Plan Development.

In this approach, the main stages of development model of the transport company strategic plan are as follows:

I. Analysis of the quality of personnel potential of the company and definition of its professional image to the implementation of strategic tasks in the transportation market, reveals the strengths and weaknesses of the company personnel, strategic directions of company personnel involvement to the company strategy implementation.

The strengths of the personnel potential of the company. According to V. Savchenko, “it’s necessary to include the effective use of intellectual, organizational, creative potential of the personnel by improving the content of work, its humanization, eliminating monotony and meaninglessness of

work; ensuring the safety and reliability of production processes; ensuring normal working conditions, rational modes of work and rest; determining the capabilities of an employee, establishing characteristics that directly or indirectly affect work performance” [4].

When considering *the weaknesses* of the company's human resources potential, one should focus on the research of K. Prahalad [3], who confirm that "the level of personal competences includes the professional competencies, or basic knowledge, skills and abilities of the personality, which are an invariant component of the personality of modern specialist and promotes success in his professional activity, as well as role competencies as personal characteristics that determine the social activity of the individual in the process of organizing and performing joint activities people in groups while performing certain production tasks ”.

In view of *the strategic directions* in the company strategy development, it should be noted that there is a need in professional image formation of a specialist for the strategy implementation as a foundation for future competitive representative in the transportation market, based on the results of the introduction of diagnostic and productive model of marine specialist professional image.

Thus, it is necessary to determine the criteria, indicators and levels of professional image of marine specialists and their influence on the implementation of the model of transport company development, namely:

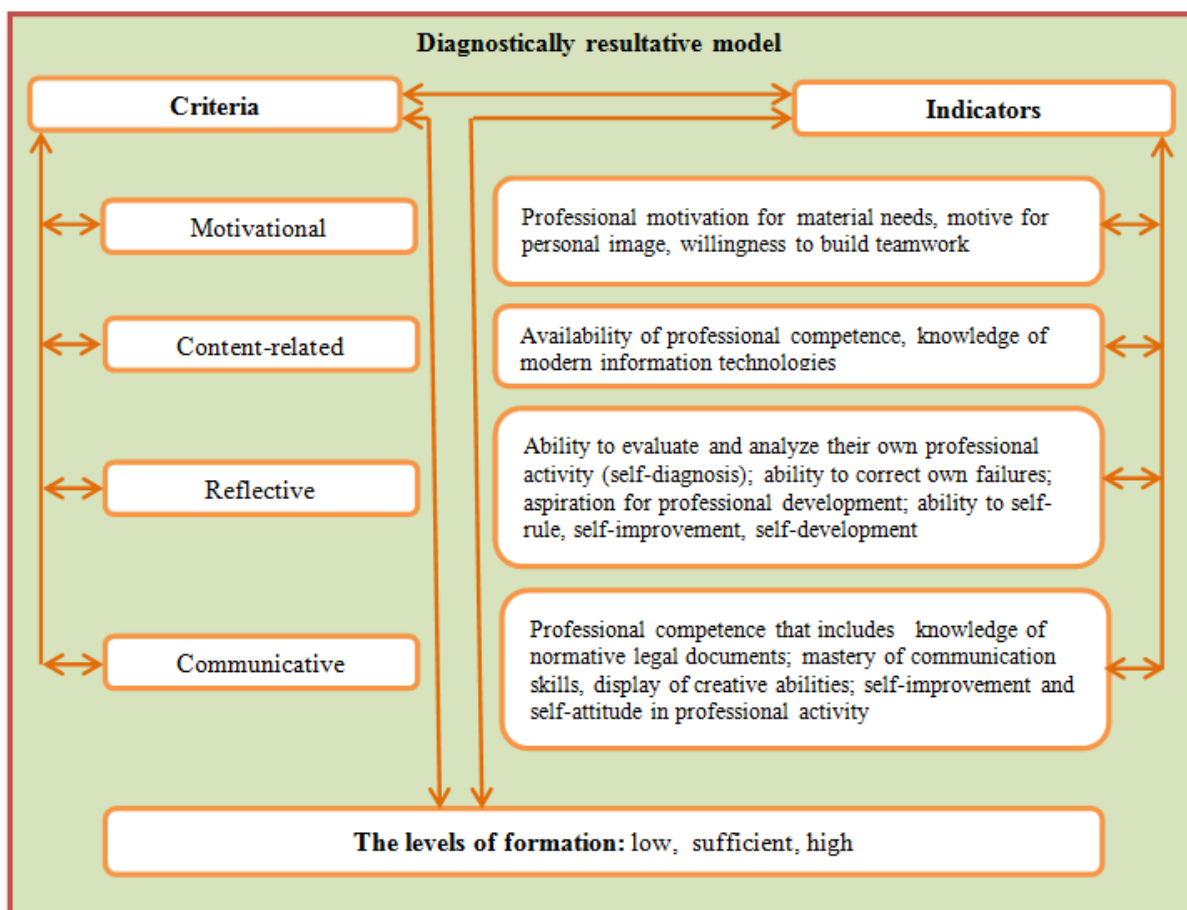


Figure 2. Diagnostically Resultative Model.

Table 1. The levels and indicators of Diagnostically Resultative Model

Levels	Indicators
High	Critically treating yourself as a future professional; a clear system of value orientations; positive motivation for professional activity; persistent interest in forming a professional image; constant focus on self-understanding and self-improvement.
Sufficient	Recognizing yourself as a professional; formed a system of value orientations; positive motivation for professional activity; aware of the need for self-improvement; ability to tolerate interaction in the production process.
Low	Unformed system of value orientations; average self-attitude of own professional achievements; situational positive motives for professional activity; low ability for creative self-development; the willingness for self-knowledge and self-development is partly expressed; unconscious professional orientation.

II. The analysis of the market in which the transport company operates is revealed by the following measures (Figure 2):

- 1) determine the area of activity of the company, provided services that satisfy any market need;
- 2) research the company's competitors in this field;
- 3) the full description of the shipping carrier market is revealed.

This fragment of the strategic plan is some quintessence of the external analysis described above. The process of external analysis has a great advantage over its result, but when designing a strategy in the form of a final document, it is advisable to give not all the materials of external analysis, but only some of its share, represented by the above factors. A detailed external analysis should be formulated as a separate provision, backing up the conclusions drawn by numerous statistics.

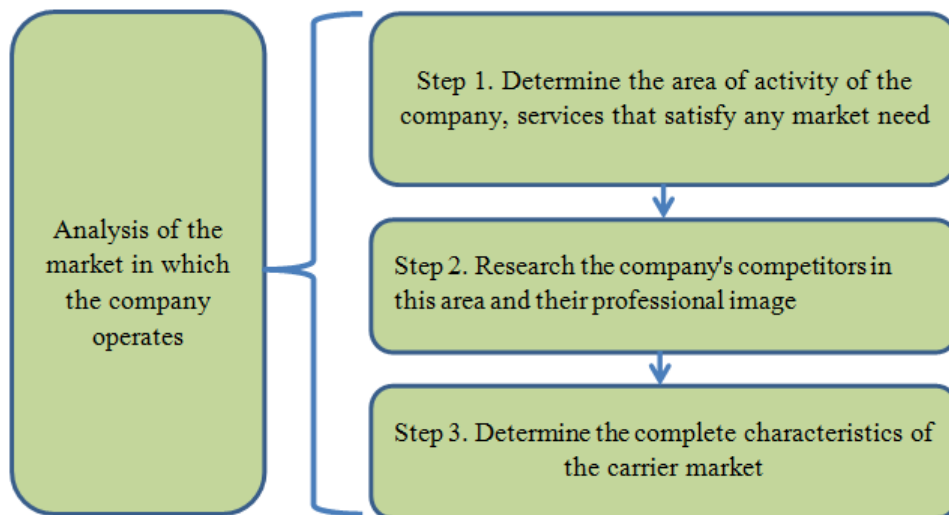


Figure 3. The stages of market analysis.

III. The next step is to analyze the strategic assets and competencies of the company in which it is determined (Figure 3):

- 1) A strategic asset is what the company owns (a set of resources: personnel - professional competence and professional image of the staff; technological - the availability of modern equipment using the latest technologies, etc.), which makes it stronger than its competitors.

2) Strategic competence is that a company is able to do exceptionally well, at least better than its competitors, for example, having educational institutions of different levels, a network of representative offices, delivery times, cargo safety.

The characterization of strategic assets and competencies is focused on strategy development as a result of internal analysis. It is important to understand that when formulating a strategic plan for the development of a transport company, it makes no sense to provide detailed results of internal analysis. Owners should be interested in global factors that could be pushed away when setting goals. Just like in the external analysis, it is not necessary to deeply describe its sequence and all results.

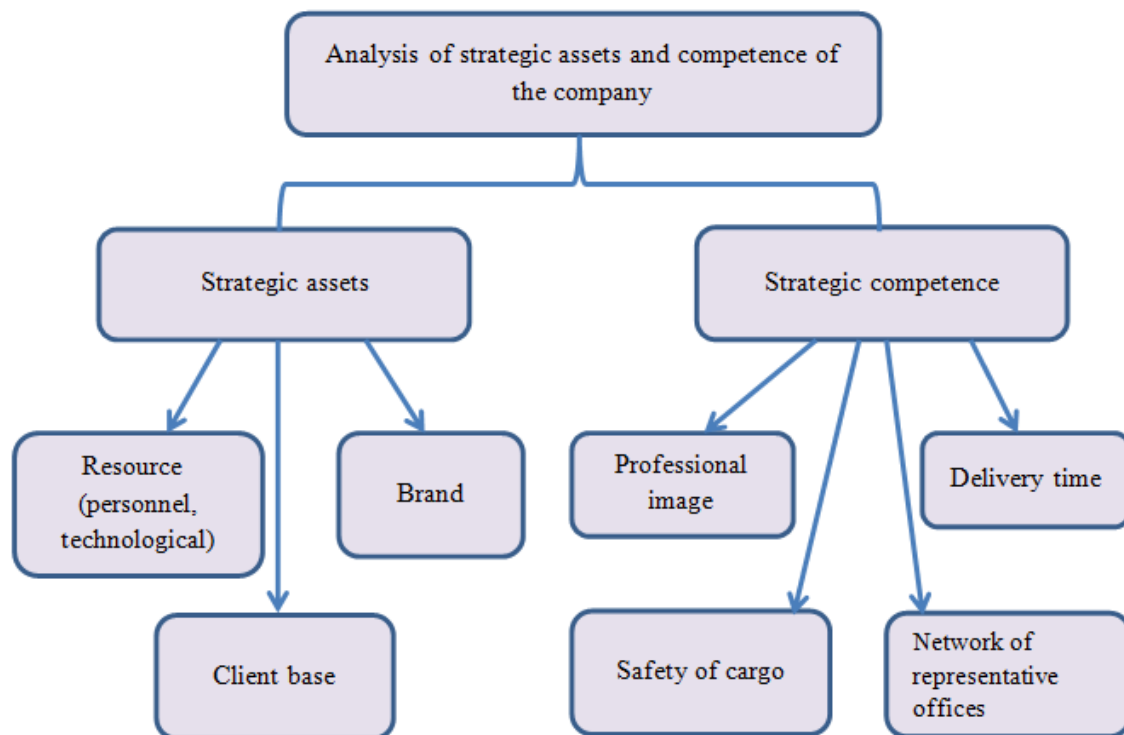


Figure 4. Model of analysis of strategic assets and competencies.

IV. After careful analysis, functional strategies are developed. Functional strategies are a method of retaining and enhancing competitive advantages in selected directions. Functional strategies that can be applied in the context of transport company research include:

1. Marketing strategies;
2. Production development strategy;
3. R&D strategy;
4. Corporate information system development strategy;
5. Human resource management strategy.

In order to streamline the development of functional strategies, it makes sense to take the formalization of a balanced scorecard by placing functional strategies in a kind of "Procrustean bed" consisting of four sections: finance, market, internal processes, training and growth. There is a certainty that in this case there is less chance of missing something.

V. The final stage is the development of investment directions. Strategic decisions always involve the need to "spend" a large sum of money to accomplish any goals. Direction of investment of any company, including transport - is a direction of activity of the company where financial resources, own and attracted are spent. From this perspective, we can consider companies that:

- 1) invest in development if there is evidence of market growth;
- 2) invest just enough to maintain the current state of affairs;

3) uninvest when the market decrease.

So, strategic analysis, along with strategic planning and control is the key to strategic company management. Strategic analysis is a rather complex system of components, the most difficult of which is environmental analysis, including macro-environment analysis and target environment analysis (sectoral and competitive analyzes).

5. Conclusions

Many combinations of managerial decisions in solving strategic problems, finding the most optimal ways of development of any transport company are impossible without systematization and development of a model of analysis of a transport company, taking into account industry peculiarities. Today, the success of any company is determined by successful adapting to changes occurring in the external environment. In these circumstances, the main criterion for the implementation of effective strategic management of the transport company is the availability and participation of human resources.

The generally accepted algorithm of development of the company development strategy takes into account only economic sectoral features without paying sufficient attention to the formation of professional image of specialists. That is why in the model of development of water transport company it is necessary to take into account the strategic role of professional image.

The indicators of formation of professional image and their influence on implementation of the model of development of the water transport company show dependence of the results of activity of the company on the quality of management decisions.

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