Optimization of management functions and business processes at road transport enterprises

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Abstract. The motor transport industry, along with others, has its own characteristics and rates of development in Russia and abroad. Management, as a science, is also based on relevant types: strategic, innovative, anti-crisis, financial, production and many other varieties of it, which form the appropriate management vectors in the organization based on functional or problem blocks of its activities. Most of the theoretical research is not used by specialists and managers in practice, noting the isolation of problems solved by fundamental science and fixed real situations that take place in the native industry. On the one hand, the problems relate to all areas, business processes, enterprises of many forms of ownership and complexes of the national economy: in relation to maximizing profits and improving reputation, maintaining a high level of quality, work, services, innovation, further development and building up strategic potential. It becomes more difficult to fulfill the above priorities and sub-goals in the conditions of crisis response, staff reduction, minimization of costs for the development of innovations in the economic activities of Auto-Transport Enterprises (AT enterprises). Business processes are a set of interrelated works performed in an organization to create a product, goods and services of high quality that are in demand among consumers. It is also necessary to take into account the concepts that consider business processes as the most important resources of the enterprise, the management of which becomes the area of control and influence from outside and ordinary performers. [1, 2]

1 Introduction

A professional manager at an enterprise is the one who is able to earn effectively in any industry with the help of those resources that are not only available, but can potentially be used legally. Management is a science, practice and art that has a status with the prerequisite that the business must be profitable or highly profitable. In general, this science has a characteristic direction of work with a basis in the form of a commercial basis and such a principle as "the customer is always right" [3, 4].
The first school of management (the school of scientific management) was rightly glorified by engineers, and ideally considered labor processes as an object, the knowledge of which required a thorough master's level of research. This served as a prototype for the first business processes, since all operations and labor processes were detailed, improved, rationalized and transferred to managers in order to teach the performer the correct work algorithm at his workplace. That is, endless measurements, timekeeping, evaluation of labor movements, a more clearly formatted level of remuneration and bonuses tied to the results brought management closer to technical art, which allowed the head of the department to most effectively solve the problem of best production. In modern conditions, more global tasks are being solved, because it is not a problem to produce, it is important to be in demand among the consumer who is offered motor transport services.

The classical administrative school gave impetus to the development of the theory of organizational administration and the application of the apparatus under study in the field of building the largest corporations and factories with thousands of employees. Max Weber called this the doctrine of bureaucracy, devoting monumental works on what rules or principles can be used to effectively launch such an organization and give it a view of longevity, success, and creation. Even large corporations did not face such rapid changes in the external environment as they do now and existed in a relatively smoothly developing business environment. All the principles and functions of management still exist, expressing the general outline of ongoing organizational changes and acting as the basis for process, system and other approaches to management. Building relationships between a highly developed topic in management, including general functions and specific types, areas of activity at the AT enterprise, one can single out the following argument: now in practice there are not enough algorithms that help to achieve optimum performance of general and specific management functions, as well as business processes, without losing the strategic course chosen specifically for the AT enterprise. For example, duty regulations for a manager or specialist may indicate that the employee is obliged to plan, coordinate and improve certain processes, without a clear answer to the question: how to optimally implement one or another declared function. At each enterprise, a visual demonstration of functions, processes and work performed, with a parallel display of labor contribution to the achievement of organizational goals and objectives, is important. Most often, the work of a manager is depersonalized in the sense that the work falls not on subordinates, but on overcoming problems and tasks associated with the impact of situational factors of the external and internal environment. When solving tasks, a manager feels like a crisis manager, since he has to perform most of the work not within the framework of a service or labor contract, but by eliminating inconsistencies between various business processes.

The application of a systematic approach in the management of AT enterprises has corresponding problems, since not every director and manager can evaluate all "inputs and outputs", see the strategic potential even in negative changes in the environment. Although the global focus of business indicates that market niches can be found in all ongoing phenomena of external and internal factors, even an economic crisis can be a kind of start-up for further expansion and development of the organization.

2 Materials and methods
were also used: monographic, abstract logical, analysis and synthesis, induction and deduction.

The above methods can also be used directly at AT enterprises by managers who are involved in certain works. In essence, the task being performed can be sublimated as a sequence of the following operations: acceptance, development, accordance, approval, execution, provision. This is where optimization work begins. The practice of developing and making managerial decisions shows that one should not expect a negative trend or an extreme deterioration in the values of rejects, as well as massive complaints from employees or customers, because this indicates some imbalance in the hierarchy and its relationships. In this case, the manager must respond to weak “symptoms and pre-symptoms” of problems, and the parallel grouping of business processes according to classification features and departments makes it possible to identify a gap in the chain of operations and the lack of necessary instructions for special cases of response in working with clients, equipment, resources, information.

Therefore, an independent internal and external assessment of the work of many domestic enterprises by various experts shows that if two departments in the organizational management structure are loaded unevenly, for example, by 80 and 20%, respectively, this, first of all, requires a revision of not only manageability standards, but a complete solution for assessing the entire chain of processes, their continuity and personal participation of officials in the analyzed activity, as well as their responsibility for work areas. The same conclusion about the inefficiency of business processes can be drawn in such a way that if 80% of the result depends on one process, and 20% on others, then improvement should be carried out on the first component [10, 11].

3 Results

Criteria-wise, it is possible to determine the following areas of work in the field of optimizing the functions and processes performed by managers in all areas of their main and auxiliary work:

- by the size of the AT enterprise. As a rule, a Director General in a small enterprise concentrates the entire scheme of business processes on his own. When inefficient processes, the manager responsible for the problem area may be fired, in addition, this manager may be surrounded by a team of like-minded people who do not need to describe in detail the proposed work. Experts recommend introducing information technologies adapted to the specifics of work and the size of the business in the form of electronic document management systems, control over fuel consumption and vehicle traffic, technical means, digitalization of payment for services rendered, calculation of optimal costs and profits, etc. In a case, when a new Director General starts instead of the previous one, who kept all the processes in his “mind”, and the regulations were not prescribed, it is
In addition to the above systematic and daily situational approaches to solving problems, it is necessary to use a mixed or personal approach, improved for the purpose and resources of a particular AT enterprise. In this case, it is proposed to improve the specification of functions, delegation of authority and involvement of performers in solving the set goal and objectives (Fig. 1). In addition, the presented diagram shows that the entire skeleton of the management structure should actually reflect the way to achieve the general goal from the strategic to the operational levels, and the performer does not act as the lowest level, because he/she also affects the corresponding management object.

**Fig. 1.** The scheme for improving the process approach at the AT enterprise

### 4 Conclusion

- It is possible to solve the problem, that is, to fulfill such conditions and actions that the solution will become relevant for the short term, and in the near future. This kind of circumstances will be repeated, however, in terms of efficiency, this approach is minimal, since it gives neither profit nor high costs.
- It is possible to solve the problem and benefit by choosing the most effective alternative from the proposed problem-solving options.
- The most cardinal is the third approach, since it is possible to "liquidate" the problem forever by changing the nature of the substance that generates it. The managerial decision is solved so globally that the option found completely eliminates the occurrence of such difficulties, crises and the organization operates as efficiently as possible, not only without allocating resources, but also earns more, in connection with overcoming this situation.

Management always relies on three levels: strategic, functional, operational. As a result of the above approaches to solving managerial problems, it is possible to single out such areas as the first approach is typical for the operational level, although the experience of innovation shows that Japanese companies have overtaken competitors due to a wider and more widespread involvement of performers in solving global problems and direct rationalization in production. As a rule, the functional level of managers of AT enterprises and other areas, dealing with problems and multitasking, does not have time to apply the second approach, does not always solve problems as efficiently as possible, without using...
The third approach to management decisions can be implemented to a large extent with the help of the strategic level and top managers, the director of the AT enterprise, provided that the professional level and experience are as high as possible and allow to systematically see the scenario of an ongoing event or a chain of problems, interference.

The main issue regarding building a structure that will most effectively solve current problems and achieve the goals set is resolved if the optimization of business processes is carried out on a regular basis and with the help of own staff, representing these actions from the inside and more deeply. Due to the crisis trends in the country and the world, the number of AT enterprise employees has decreased to a minimum number, but despite this, the conduct of business processes may be associated with duplication or an increase in the time for their implementation, so the optimization of their cycle should start from a certain starting point (as a rule, one "input") and with overcoming inconsistencies between departments, eliminating double coordination, strive for a maximum of two or three "outputs" to other processes or immediately to the final product, work, service.

In fact, the surviving organization in this industry have rationalized their structures and staff as much as possible, achieving a combination of many responsibilities. Duty regulations fade into the background and become just a formal document that does not help in activities, but condenses it, without a logical interweaving of results and remuneration for them. Management theorists insist that it is possible to achieve a real increase or overfulfillment of the plan if the criteria for which the staff is stimulated are relevant and include three conditions. Executives are more confused if a large list of criteria for remuneration is presented, it is necessary to highlight up to three most important ones.

When optimizing business processes, one should also adhere to 1-(3-5) principle, since a task, a type of work is optimal if the executive performs a minimum set of procedures (three to five) with clearly described rules and understandable content. In this case, attention should also be paid to the manager instructing executives according to the adopted regulations and duty regulations. Many duties and rights are described in the last document in general terms, therefore, at the initial moment, it is necessary to solve questions regarding how to conduct the process and allocate areas of responsibility in the case of delegation. The division of business processes into main and supporting ones makes it possible to single out the first category of work, which directly produces a product, works, services bringing profit to the AT enterprise. The task of supporting processes is to increase the efficiency of the main ones and maintain the infrastructure of each enterprise as a whole.

References

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