

Vakhovskaya Margarita Yurievna,
 Ph. D in Economics, Associate Professor,
 Associate Professor of the Department of Management,
 Institute of Economics and Management,
 V. I. Vernadsky Crimean Federal University,
 Simferopol, Russian Federation
Tushnolobova Diana Vladimirovna,
 Sales Manager,
 TORG-MIR LLC,
 Simferopol, Russian Federation

**FEATURES OF THE INVESTMENT STRATEGY OF A TRANSPORTATION
 COMPANY IN THE RUSSIAN MARKET**

COVID-19 2022 ..

2021-2023 « »

The article is an applied nature and touches on current issues of rapid changes in the Russian market. They force companies in various industries to look for strategic alternatives that are effective and adequate to the current situation in order to maintain market share and continue development. The transport industry is no exception, which has experienced stressful situations due

to the COVID-19 pandemic and the introduction of the sanctions regime in 2022, and continues to face challenges due to revolutionary changes in digital technologies. At the same time, it is obvious that the role of passenger and freight transportation in maintaining economic relations and the economy of the state as a whole is paramount. However, under the influence of these factors, the most important vectors of material flows have changed and continue to transform, which requires a reorientation of business partnerships in logistics services to the eastern direction; the issue of import substitution of software and the use of modern technologies in logistics to maintain competitiveness arises.

The article examines modern features of the Russian freight transportation market, including growth factors and key logistics trends that determine its development. The advantages, risks and problems of the influence of digitalization processes on various aspects of freight transportation are revealed. The initiatives of the Ministry of Transport of the Russian Federation in the aspect of digital transformation of the transport industry are covered. The second part of the article presents a general description of PEK LLC, one of the leading companies in the field of cargo transportation in Russia, and the results of diagnostics of its financial and economic activities for 2021-2023. Further, based on data from an analysis of the competitive environment in the Russian cargo transportation market, the macro environment and the internal business capabilities of PEK LLC, the features and main directions of the company's development strategy are formulated.

Keywords: freight transportation, investment strategy, digital technologies, transport services, solvency, profitability, financial stability.

BusinesStat, 2023
12 %: 2,17 2,42

», 2022 . [1].

2,17 , 29,4% 2021 . [9].

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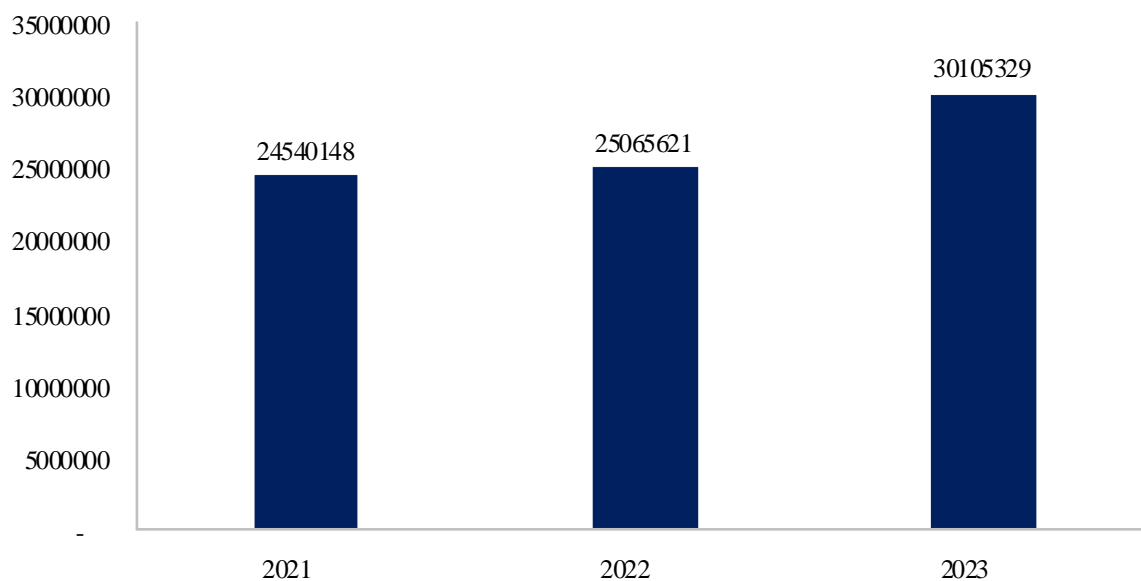
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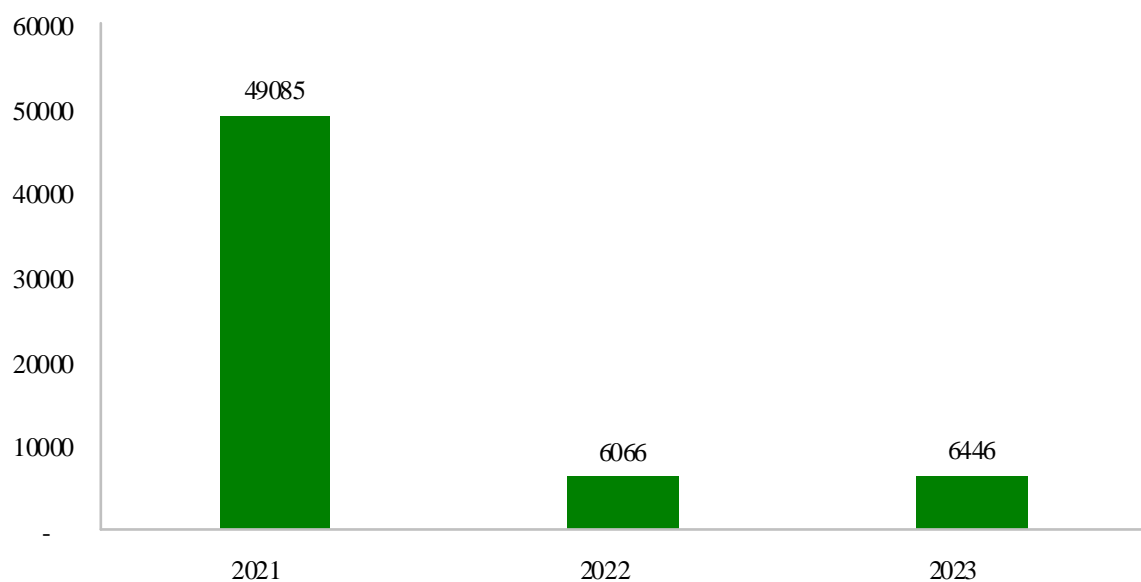
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708 . ., « » 2023 . 2022 . (5 039 20,1 %), 30 105 329 . .

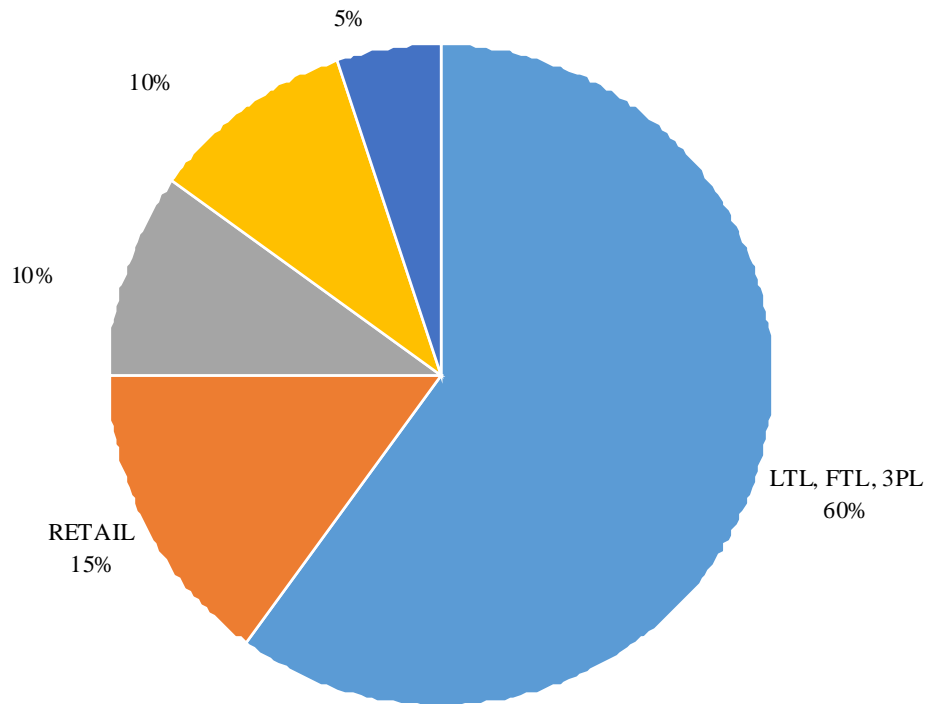
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| | 2023 | 2022 | 2021 | | 2023 | 2022 | 2021 |
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| (1) | 203856 | 478616 | 291332 | - | 4768856 | 4183573 | 3442624 |
| (2) | 3592029 | 2825530 | 1564255 | (2) | 509094 | 428629 | 1210291 |
| (3) | 2437024 | 3024946 | 3583362 | (3) | 4586892 | 1880083 | 182919 |
| (4) | 5398009 | 1940021 | 1504893 | (4) | 1766076 | 1776828 | 2108008 |
| | 11630918 | 8269113 | 6943842 | | 11630918 | 8269113 | 6943842 |

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| | -1512065 | -1307896 | -2797328 | -204169 | 1489272 | 115,61 | 46,76 |
| | -2149868 | 1144863 | 3400443 | -3294571 | -2255580 | -187,81 | 33,66 |
| | 1,18 | 1,37 | 1,17 | -0,20 | 0,20 | 85,64 | 117,39 |
| | 0,03 | 0,10 | 0,06 | -0,07 | 0,04 | 31,74 | 165,74 |
| | 0,42 | 0,56 | 0,52 | -0,14 | 0,04 | 74,82 | 107,71 |
| | () | | | | | | |
| | 0,02 | 0,02 | 0,20 | 0 | -0,18 | 88,48 | 12,10 |
| | 0,36 | 0,34 | 2,33 | 0,02 | -1,99 | 106,91 | 14,66 |
| | 0,10 | 0,10 | 0,90 | 0,01 | -0,81 | 107,90 | 10,62 |
| | 0,07 | 0,09 | 1,02 | -0,03 | -0,92 | 69,94 | 9,21 |
| | 2,95 | 3,27 | 3,21 | -0,32 | 0,06 | 90,17 | 101,92 |
| | 8,12 | 16,23 | 59,21 | -8,11 | -42,97 | 50,02 | 27,41 |
| | () | | | | | | |
| | -0,58 | -0,03 | 0,11 | -0,56 | -0,14 | 2259,89 | -23,25 |
| | -14,71 | -0,72 | 2,75 | -13,99 | -3,47 | 2054,92 | -25,99 |
| () | 3,06 | 1,09 | 0,71 | 1,96 | 0,38 | 279,94 | 152,94 |
| | -2,06 | -0,09 | 0,29 | -1,96 | -0,38 | 2239,09 | -32,10 |
| () | 0,15 | 0,21 | 0,30 | -0,06 | -0,09 | 70,67 | 70,78 |
| () | 5,59 | 3,65 | 2,29 | 1,93 | 1,36 | 152,87 | 159,28 |
| | 0,55 | 0,44 | 0,33 | 0,10 | 0,11 | 123,51 | 134,04 |
| | 0,49 | 0,26 | 0,25 | 0,22 | 0,01 | 185,11 | 105,61 |
| | 0,85 | 0,79 | 0,70 | 0,06 | 0,09 | 108,03 | 112,74 |
| | 0,31 | 0,34 | 0,23 | -0,03 | 0,12 | 90,38 | 151,68 |

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| () | 6232909 | 6329092 | 5438949 |

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2021 (≥ 0; ≥ 0; ≥ 0) —

« » 2023 . (≤ 0; ≥ 0; ≥ 0) 2022—
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Main Transport

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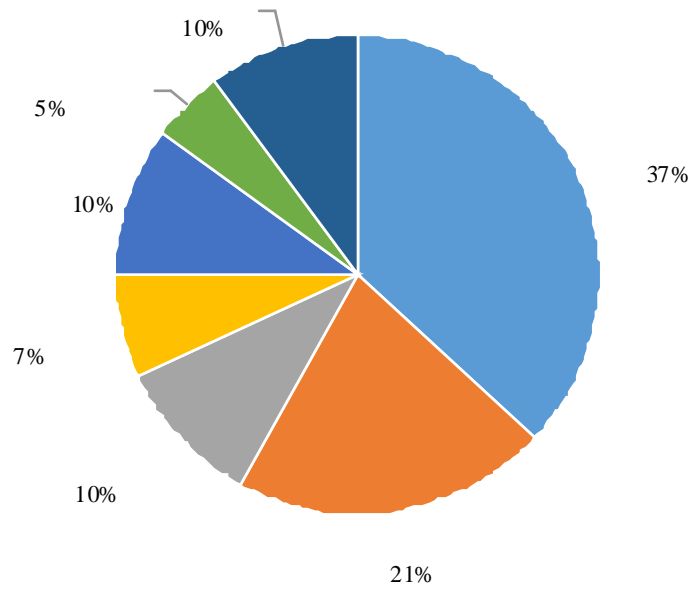
« 5 — 2023 Main Transport:

• — 2023 Main Transport (+26 %), (+51 %)
(+90 %)

• — -1 2022 (- 34 %)
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% 15 %

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 •DPD— , LTL-
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 160 2023 . « » « » -
 1,9 . : -
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 Evocargo, 26-
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 N3 Evocargo « » [4].
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 2020 . EVO—1 .
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 2021 « » () -
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250
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 « / » 91,2 %
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| | Закрепленная клиентская база | | Доставка/забор грузов в филиале | |
|------------------------------------|------------------------------|---------------------|---------------------------------|-------------------|
| Выручка | Франчайзи 8,8% | Франчайзер 91,2% | Франчайзи 70% | Франчайзер 30% |
| Затраты | Франчайзер 100% | | Франчайзи 100% | |
| ПРИБЫЛЬ = ВЫРУЧКА – ЗАТРАТЫ | | | | |

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2022-2023 .

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4. « » , 2 , « » .
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