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# ХАБАРШЫСЫ

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## IMPROVING THE ECONOMIC STABILITY OF ENTREPRENEURSHIP IN THE TRANSPORT SECTOR

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**Abstract.** The scientific article presents a mechanism for enhancing the economic sustainability of entrepreneurship in the transportation sector, including examples of successful practices. The aim of the research is to identify key factors influencing economic sustainability and to develop recommendations for improving the efficiency of entrepreneurial activities in the transportation sector. In line with the research objectives, the main directions for analyzing and assessing the economic sustainability of entrepreneurship in transportation have been identified. The objects of the study are transportation companies. Currently, transportation companies face a number of challenges, such as economic instability, increasing competition, and changes in legislation, which play a significant role in their operations. These challenges lead to a decrease in profitability and business sustainability. An assessment of the current state of transportation enterprises is provided, and the main problems requiring solutions are identified. Since improving the economic sustainability of transportation companies requires a comprehensive approach, it is important to develop and

implement strategic measures for risk management, cost optimization, and enhancing the efficiency of operational processes. To achieve the economic sustainability of transportation companies, the following proposals are presented: improving financial management and cost control; developing and implementing innovative technologies and processes; and optimizing logistics and transportation routes. As a result of these new proposals, an increase in the economic sustainability of transportation companies, improvement in their competitiveness, and growth in profits are expected.

**Keywords:** transport, entrepreneurship, transportation company, economic sustainability, risk, logistics optimization, profitability, efficiency, profit

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**Аннотация.** Ғылыми мақалада нәтижелі тәжірибелердің негіздерін қоса алғанда, көлік саласындағы кәсіпкерліктің экономикалық тұрақтылығын жетілдіру тетігі келтірілген. Зерттеудің мақсаты – экономикалық тұрақтылыққа әсер ететін негізгі факторларды анықтау және көлік саласындағы кәсіпкерлік

қызметтің тиімділігін арттыру үшін ұсыныстар өзірлеу болып табылады. Зерттеу мақсатына сәйкес көлік саласындағы кәсіпкерліктің экономикалық тұрақтылығын талдау мен бағалаудың негізгі бағыттары анықталды. Зерттеу нысандары көлік компаниялары болып табылады. Қазіргі уақытта көлік компаниялары экономикалық тұрақсыздық, өсіп келе жатқан бәсекелестік және олардың жұмысында маңызды рөл атқаратын заңнамадағы өзгерістер сияқты бірқатар қыындықтарға тап болуда. Бұл қыындықтар бизнестің табыстылығы мен тұрақтылығының төмендеуіне әкеледі. Көлік кәсіпорындарының ағымдағы жай-куйіне бага беріліп, шешуді талап ететін негізгі мәселелер анықталды. Көлік компанияларының экономикалық тұрақтылығын жетілдіру кешенді тәсілді қажет ететіндіктен, тәуекелдерді басқару, шығындарды онтайландыру және операциялық процестердің тиімділігін арттыру бойынша стратегиялық шараларды өзірлеу және енгізу маңызды. Көлік компанияларының экономикалық тұрақтылығына қол жеткізу мақсатында келесідей ұсыныстар айқындалды: қаржылық менеджмент пен шығындарды бақылауды жақсарту; инновациялық технологиялар мен процестерді дамыту және енгізу жолдары; логистика мен көлік бағыттарын онтайландыру жөніндегі іс-шаралар. Бүтінгі таңда жана ұсыныстардың нәтижесінде көлік компанияларының экономикалық тұрақтылығын арттыру, олардың бәсекеге қабілеттілігін жақсарту және пайданы ұлғайту күтілуде.

**Түйін сөздер:** көлік, кәсіпкерлік, көлік компаниясы, экономикалық тұрақтылық, тәуекел, логистиканы онтайландыру, рентабельділік, тиімділік, пайда

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## СОВЕРШЕНСТВОВАНИЕ ЭКОНОМИЧЕСКОЙ УСТОЙЧИВОСТИ ПРЕДПРИНИМАТЕЛЬСТВА В СФЕРЕ ТРАНСПОРТА

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**Аннотация.** В научной статье приводится механизм совершенствования экономической устойчивости предпринимательства в сфере транспорта, включая примеры успешных практик. Целью исследования является определение ключевых факторов, влияющих на экономическую устойчивость, и разработка рекомендаций для повышения эффективности предпринимательской деятельности в сфере транспорта. В соответствии с целями исследования определены основные направления для анализа и оценки экономической устойчивости предпринимательства в сфере транспорта. Объектами исследования являются транспортные компании. В настоящее время транспортные компании сталкиваются с рядом вызовов, такие как экономическая нестабильность, растущая конкуренция и изменения в законодательстве, которые играют значительную роль в их функционировании. Эти вызовы приводят к снижению рентабельности и устойчивости бизнеса. Даны оценка текущего состояния транспортных предприятий и выявлены основные проблемы, требующие решения. Поскольку совершенствование экономической устойчивости транспортных компаний требует комплексного подхода, важно разработать и внедрить стратегические меры по управлению рисками, оптимизации затрат и повышению эффективности операционных процессов. В целях достижения экономической устойчивости транспортных компаний представлены следующие предложения: по улучшению финансового менеджмента и контроля затрат; путем развития и внедрения инновационных технологий и процессов; мероприятия по оптимизации логистики и транспортных маршрутов. На сегодняшний день в результате новых предложений ожидается повышение экономической устойчивости транспортных компаний, улучшение их конкурентоспособности и увеличение прибыли.

**Ключевые слова:** транспорт, предпринимательство, транспортная компания, экономическая устойчивость, риск, оптимизация логистики, рентабельность, эффективность, прибыль

### **Introduction**

In his Address of September 1, 2023, the Head of our state emphasized that “small, particularly microbusinesses, play an important role in the socio-economic

and political life of the country. Primarily, they provide consistent employment for residents of villages and cities, thereby reducing unemployment. Therefore, the state will continue to support businesses" (Ukubasova et al., 2024). Among the main tasks of the Government of the Republic of Kazakhstan is the development of a policy in the field of regional development (Abylkasym et al., 2024). The current economic situation particularly affects the automotive sector. Recently, several passenger routes have been entirely removed from the order portfolios of transport enterprises, the composition of transit cargo is changing, and there is a need to change the logistics system (Nugymanova et al., 2022). Transport is one of the key sectors of the economy, providing connections between various sectors of economic activity, promoting the development of trade, industry, and the service sector. The stability and development of transport enterprises directly impact the economic stability of regions and the country as a whole.

*The main part.* The circular economy is an important component of sustainable development aimed at conserving resources and reducing waste. However, its successful implementation in the field of logistics faces a number of financial challenges and threats (Zvarych et al., 2024). High initial investments, uncertainty of return on investment, difficulties in assessing environmental benefits, regulatory barriers, and resistance from market participants all these factors hinder a rapid and large-scale transition to the new model. Logistics companies attempting to implement elements of a circular economy may encounter the issue of insufficient operational scale, which reduces efficiency and increases costs per unit of product.

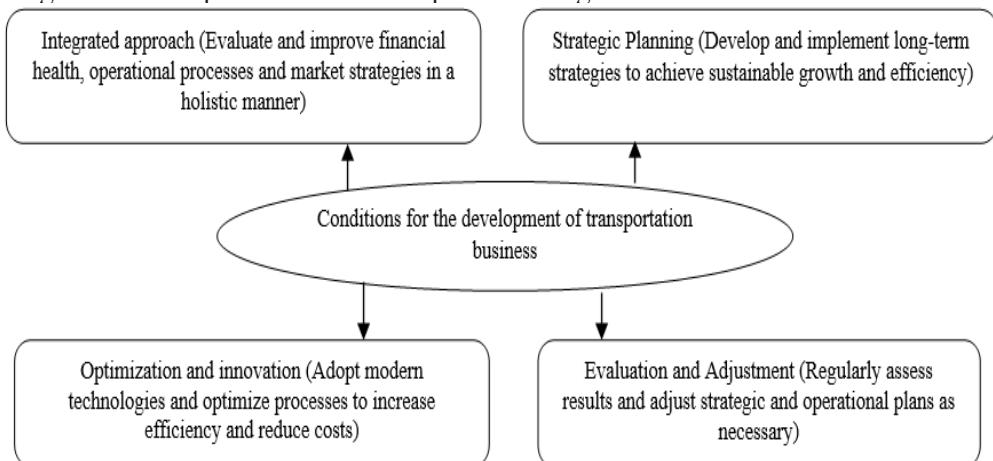
### **Methodology**

The conclusion that can be drawn from the above is that for the economic sustainability of transport companies it is necessary to develop innovative business models such as transport platforms, vehicle sharing, personalized logistics solutions. More specifically, special attention should be paid to the digitalization of all business processes. This also includes the introduction of intelligent transport systems and optimization of logistics chains. Today, these technologies make it possible to significantly reduce operating costs and increase the efficiency of transportation. Consequently, transportation companies that actively implement innovations gain a competitive advantage in the market. Transport is the basis of trade infrastructure, it has a significant impact on the competitiveness of certain industries in countries and regions. Imperfections in the transport system negatively affect the efficiency of the economy as a whole (Stanković, 2021).

Nowadays, digitalization is becoming a key success factor in the transport industry. In modern technologies, there is a constant development of new solutions aimed at improving the productivity and safety of transportation. Artificial intelligence is also being actively implemented, which allows optimizing routes, forecasting demand and managing traffic flows. Thus, transportation companies can significantly improve the quality of their services (Kostiuk, 2024). Their services become more flexible, personalized and responsive to the needs of the modern consumer. The availability of an efficient transport system is germane in achieving trade promotion, social integration, business connectivity and economic development

because transport plays relevant role in the growth of nation's market (Soretire et al., 2024). In the modern innovative world, where rapid technological advancements define economic and social progress, the management and protection of intellectual property become a strategic component to support innovative development at both the national and individual enterprise levels (Novalska et al., 2024). Economic growth reaches high rates due to the stable and efficient functioning of the transport system (Jalolova et al., 2021).

To achieve sustainable development of transport enterprises, it is necessary to apply an integrated approach that includes strategic planning, process optimization, risk management, investment in innovation, evaluation of results and adjustment of plans, as well as consideration of environmental and social aspects (Figure 1). This approach will not only improve financial efficiency, but also strengthen the company's market position, ensure its long-term development and create a positive image.



*Figure 1. Main approaches of sustainable and responsible transportation business*

Currently, there is a very complete scientific and methodological support in terms of analyzing the results of economic activity of the enterprise. With regard to the assessment of the state of economic sustainability, the specification of the methodological approach should be focused on the indicators that aggregate reflect individual functional components and are close in their content to the universal indicators of the enterprise's activity, which have threshold values (Kozhevnikov et al., 2019).

There are several methods to assess the economic sustainability of transportation entrepreneurship (Poliak et al., 2021), one of which is return on investment (RI).

RI is a rating index showing the efficiency of utilization of invested funds. It is evaluated by several indicators:

- ROI indicator;
- net profit on invested capital;
- an indicator of internal rate of return;

- index of profitability index;
- residual value of assets.

The ROI determines over what period of time the initial investment will be fully recovered through profit. The shorter the payback period, the faster the company will be able to return the invested funds and start receiving net profit.

The net return on invested capital (ROIC) reflects the efficiency of capital utilization to generate profits. A high ROIC indicates that the company is effectively utilizing its assets to generate profits.

Internal rate of return (IRR) shows the maximum interest rate that a company can pay on borrowed funds used to finance a project and still generate a positive net present value. The higher the IRR, the more attractive the project is in terms of profitability.

The profitability index shows the profitability of the project.

The residual asset value index measures the value of the company's assets after deducting all liabilities. A high residual value of assets indicates that the company has a significant liquidity reserve and the ability for further development.

It is important to analyze not only the absolute values of indicators, but also their dynamics over time. Comparison of the company's indicators with similar indicators of competitors or industry averages allows to assess its relative efficiency.

## Results

Return on investment in transportation companies is indeed assessed by a set of indicators, each of which provides a unique perspective on the effectiveness of invested funds. These indicators help investors, managers, and analysts make informed decisions about investing in transportation companies, evaluate the effectiveness of existing projects, and develop development strategies (Table 1). The transportation industry has its own peculiarities that need to be taken into account when evaluating investments. For example, the cost of fuel, depreciation of vehicles, seasonality of demand.

Table 1 Summary table of indicators

Indicator	Description	Formula	Interpretation
Return on investment (ROI)	Period over which the investment is fully recovered	Amount invested / Annual net cash flow	The lower the better
ROIC	Capital efficiency	Net income / Invested capital	The higher the better
IRR	Maximum discount rate at zero NPV	Trial and error calculation	The higher it is, the more attractive the project is
Profitability index	The ratio of the present value of future cash flows to the investment	Present value / Investments	Greater than 1 - the project is profitable
Residual value of assets	Value of assets after deducting liabilities	Carrying amount of assets – Liabilities	The higher the higher, the better the financial condition

Over the past 15 years, over 10 trillion tenge has been invested in the

development of Kazakhstan's transport and logistics complex and transit potential, resulting in significant quantitative and qualitative transformations. 2.5 thousand kilometers of new railway lines were built and more than 13 thousand kilometers of highways were reconstructed. Large-scale investments have accelerated the integration of Kazakhstan's infrastructure into global transport and logistics flows and allowed the formation of new competitive transit corridors that ensure low cost and high speed of cargo delivery (Egov, 2022).

The development of the transport and logistics complex is influenced by both internal and external factors. The analysis has shown that five internal factors can be distinguished:

- State management (regulatory legal framework, organizational structure) tariffs, requirements (environmental), prohibitions, restrictions (licensing);
- demand of the national economy sectors for freight transportation;
- demand of the population for passenger transportation services;
- state of the market of factors and resources: personnel, science and technology; investments;
- state of the industry: technical condition (standards and technical regulations); competition in the transportation services markets (Kazlogistics, 2020).

The transportation industry of Kazakhstan demonstrates positive dynamics of development, however, there is heterogeneity in the dynamics of various indicators and by regions. For further development of the industry, it is necessary to continue investing in transport infrastructure, optimize logistics chains and take into account regional peculiarities (Table 2).

Table 2 - Key transport performance indicators for January-June 2024

Indicator	January-June 2024	Change (%)
Index of physical volume (IPV) of services of the «Transportation and warehousing» section	107,3	+7,3 %
Cargo transported, mln. tons	496,8	+4,8 %
Cargo turnover, billion tons-km	244,3	-1,80 %
Passengers transported, mln. people	840,1	+10,3 %
Passenger turnover, billion p-km	38,5	+12,9 %

The transportation and warehousing sector showed positive growth dynamics in January-June 2024 compared to the same period of the previous year, as evidenced by a 7.3% increase in the physical volume index (PVI) (Statgov, 2024). At the same time, there is heterogeneity in the dynamics of various indicators by region as well. The volume of cargo transportation has increased, which indicates the intensification of economic activity in the country. However, cargo turnover has decreased, which may indicate a change in the structure of transportation towards shorter distances or a decrease in average tariffs. A significant decrease in freight turnover in a number of regions may be due to a number of factors, including a decline in industrial production, changes in logistics chains or seasonal fluctuations. The volume of passenger transportation and passenger turnover show significant growth, which can be attributed to the recovery of economic activity, increased mobility of the population and the development of transportation infrastructure. The growth

of passenger turnover in large cities and a number of regions testifies to the improvement of transportation services and the attractiveness of these territories for the population. The growth of passenger transportation is concentrated in large cities and a number of regions, which may indicate an imbalance in the development of the transportation system. The gradual recovery of economic activity after the COVID-19 pandemic may have stimulated growth in freight and passenger transportation.

Risk management in the transportation business is a complex task that requires a systematic approach. A dynamic market environment, high competition and a multitude of external factors create conditions in which even small companies face serious challenges. Economic fluctuations, increased competition and constant changes in the regulatory framework create a challenging environment for the functioning of transportation companies, significantly affecting their financial results. The transportation industry is going through a period of turbulence caused by economic uncertainty, growing competition from new players and constant changes in legislation, which requires companies to constantly adapt and find new solutions. Unstable fuel prices, increasing environmental requirements and rising transportation tariffs significantly increase the operating costs of transportation companies. Globalization and the development of e-commerce have led to increased competition in the transport industry, which requires companies to constantly search for new markets and optimize their supply chains.

Global economic turmoil, increasing environmental requirements and the rapid development of digital technologies are creating unprecedented challenges for transportation companies, especially in the road transportation segment. To remain competitive, transport companies are forced to implement innovative solutions, optimize supply chains and adapt to new business models.

Table 3 shows the impact of risks on the return on investment in the transportation business.

Table 3 - Risks and their impact on return on investment in transportation business

Risk type	Specific risks	Impact on profitability	Management measures
Market risks	Changes in transportation demand, fuel price fluctuations, currency risks, competition	Lower revenue, higher costs, lower profitability	Market analysis, customer diversification, hedging of currency risks, flexible pricing policy
Operational risks	Vehicle breakdowns, accidents, delays in delivery, personnel problems	Increased repair costs, fines, loss of reputation, reduced efficiency	Regular maintenance, insurance, staff training, route optimization
Legal risks	Changes in legislation, tax risks, disputes with customers or counterparties	Fines, legal fees, loss of customers	Legal advice, legal compliance, clear contracts
Reputational risks	Negative customer feedback, scandals related to the company	Loss of customers, loss of trust, difficulty in attracting new customers	Strict quality control of services, effective communication system with clients, quick response to negative situations

The unpredictability of the external environment, high competition and specific risks associated with transportation require transport companies to carefully develop strategies to minimize losses and maximize profits.

## **Discussion**

One of the goals of the state in the field of transport is to create a modern transport and logistics complex on the territory of the Republic of Kazakhstan, providing economically efficient and technologically diverse transport links between industries, settlements, regions and industries, both within the country and Kazakhstan with foreign countries. The development of transport and logistics complex should outpace the growth of cargo and passenger flows by all types of transport. To achieve this goal, it is necessary to solve a large number of tasks, which can be grouped into key areas. According to the analysis, the main directions of transport development in the long-term perspective up to 2030 are:

- Improvement of the system of state regulation and management;
- increasing transit potential and its efficient use;
- maximum assistance to the development of domestic entrepreneurship, cost reduction in domestic, export and import transportation;
- infrastructure development;
- development of science and technology;
- ensuring transportation security;
- training and retraining of personnel;
- multimodal transportation technologies. (Kazlogistics, 2020).

To ensure sustainable development of transport companies, a comprehensive strategy is proposed, including the following key areas: optimization of financial processes, digital transformation and improvement of logistics chains. Implementing budgeting systems, such as SAP or Oracle Financials, will help increase transparency and predictability of financial resources, improve cost management and ensure timely receipt and utilization of cash. For example, DHL uses SAP to manage their financial processes, which has enabled them to reduce costs and improve financial reporting.

Further, the active use of telematics systems such as Geotab or Fleet Complete will allow transportation companies to more effectively track vehicle location, monitor fuel consumption, and ensure the safety of drivers and cargo. Route optimization software such as Route4Me or OptimoRoute can significantly reduce fuel costs and travel time. UPS, for example, uses sophisticated algorithms to optimize its drivers' routes, saving millions of dollars in fuel costs each year. Implementing big data for management decision making, such as using Microsoft's Power BI or Tableau analytics platforms, facilitates more informed and timely management decisions. FedEx is actively using big data analytics to forecast demand and optimize its operations.

Increased efficiency in logistics operations can be achieved by implementing automated warehouse management systems, such as Manhattan Associates or JDA Software, which help to optimize warehouse processes and improve inventory management. For example, Amazon uses Kiva robots in its warehouses, which can significantly speed up order processing and improve order accuracy. Creating

flexible and adaptive supply chains involves utilizing multi-channel strategies and working closely with suppliers and partners. For example, Walmart actively collaborates with its suppliers to ensure consistent and efficient supply, using the Retail Link platform to share data and coordinate activities. Strengthening long-term and mutually beneficial relationships with key partners, suppliers, and customers contributes to stable deliveries, improved service quality, and market confidence.

Implementing these measures will allow transportation companies to improve operational efficiency, reduce costs and strengthen their position in the market. This approach provides not only short-term benefits, but also promotes long-term sustainable development, which is especially important in a dynamically changing economic and technological environment.

In order to improve the return on investment, it is necessary to conduct an in-depth analysis of all potential threats that may affect the company's operations. These can be both internal risks (related to personnel, equipment, financial resources) and external risks (economic, political, natural). For example, FedEx analyzes internal risks related to fleet and personnel management as well as external risks such as fuel price fluctuations and changes in international trade.

Determining the likelihood and consequences for each risk involves assessing the likelihood of its occurrence and potential negative consequences. For example, DHL assesses the risk of delivery delays due to weather and develops action plans to minimize their impact.

Developing a risk management plan involves several key steps. Developing minimization measures for each identified risk involves specific measures to prevent or mitigate its negative consequences. For example, the transportation company Maersk uses insurance to protect against financial losses due to cargo damage and customer diversification to reduce dependence on one large customer. Establishing a monitoring system is necessary to regularly monitor risks. UPS, for example, has implemented a monitoring system that tracks potential delays in real time and allows for rapid response.

Regular monitoring and plan adjustments should take into account flexibility as the market is constantly changing. For example, Amazon regularly updates its risk management plans based on changes in demand and new technological capabilities. Analyzing the effectiveness of the measures taken should be done regularly and adjusting the plan accordingly. This allows the company to remain efficient and competitive.

Investments in the development of the company include several areas. Technological upgrades allow for the use of modern technology to improve efficiency. For example, Tesla actively implements automated production management systems, which helps to reduce costs and minimize risks associated with the human factor. Improving personnel skills through employee training allows to increase their professionalism and adaptability to changes. For example, Siemens invests in training programs for its employees, which allows them to better adapt

to new technologies and working methods. Expanding the customer base through diversification reduces dependence on individual customers. For example, Coca-Cola expands its customer base by offering new products and entering new markets.

The benefits of effective risk management include improved return on investment by reducing the probability of loss and optimizing costs. For example, General Electric, by implementing effective risk management practices, was able to significantly reduce operating costs and increase its profitability. Improving the company's reputation by demonstrating reliability and stability to customers and partners, as well as strengthening competitive advantages through the ability to respond faster to market changes and make effective decisions. For example, Apple maintains its leading position in the technology market by effectively managing risk and responding quickly to changes in consumer preferences.

One of the most common risk management tools in the transportation industry is insurance, which helps protect a company from financial losses associated with various unforeseen events. For example, cargo and third party liability insurance is widely used in MSC (Mediterranean Shipping Company). In addition, the use of modern information technologies makes it possible to create early warning systems for potential threats. For example, IBM develops and implements early warning systems that help transportation companies to promptly identify and respond to potential risks, such as adverse weather conditions or changes in legislation.

### **Conclusion**

In a rapidly evolving technological world, transportation companies must focus on developing innovative business models. Such models include transport platforms, vehicle sharing and personalized logistics solutions. Digitalization of all business processes, including the implementation of intelligent transport systems and optimization of logistics chains, should be a priority. This makes it possible to significantly reduce operating costs and improve transportation efficiency. The introduction of innovations gives transportation companies a competitive advantage by improving the quality of services and their adaptation to the needs of the modern consumer.

An efficient transportation system plays a key role in trade promotion, social integration, business linkages and economic development, as transportation has a significant impact on the competitiveness of various industries. In today's world, where rapid technological change determines economic and social progress, the management and protection of intellectual property becomes strategically important to support innovative development at both national and corporate levels.

Sustainable development of transport enterprises requires an integrated approach that includes strategic planning, process optimization, risk management, investment in innovation, evaluation of results and adjustment of plans, as well as consideration of environmental and social aspects. The main indicators used to assess the economic sustainability of transportation companies include return on investment indicators, which make it possible to assess the efficiency of the use of invested funds and make informed decisions on investment, evaluation of existing projects and development strategies.

The impact of risks on return on investment in the transport business requires a thorough elaboration of strategies to minimize losses and maximize profits, including market, operational, legal and reputational risks. The introduction of budgeting systems, telematics systems, route optimization software and analytical platforms for management decision-making allows transport companies to increase operational efficiency, reduce costs

and strengthen their market positions.

In conclusion, sustainable development of transport companies requires a comprehensive approach that includes innovative business models, digitalization, effective risk management and continuous improvement of infrastructure and human resources. This allows not only to improve financial performance, but also to ensure long-term development and competitiveness in a dynamically changing market.

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