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STRATEGIC MANAGEMENT OF URBAN TRANSPORT ENTERPRISE DEVELOPMENT: INTERRELATIONSHIPS BETWEEN DIRECTIONS AND DIMENSIONS IN MANAGERIAL DECISION-MAKING

The aim of the article is to substantiate the conceptual foundations for developing strategic decisions concerning the development of urban transport enterprises, taking into account the interrelationships between the main directions and dimensions of their activities, resource and managerial-institutional constraints, and stakeholder influence. The study employs methods of analysis and synthesis, a systems approach, generalization, and conceptual modeling. The main dimensions of urban transport enterprise development that should be considered when substantiating strategic decisions are identified: financial and economic stability, social performance, operational efficiency, resource potential development, and environmental responsibility. The interrelationships between these dimensions are examined, as they may create conditions for mutually reinforcing outcomes or generate conflicts due to competition for resources. The need to assess not only the expected outcomes of individual managerial decisions but also their potential implications for different areas of enterprise activity is substantiated. The role of stakeholders, particularly local self-government authorities, in shaping the conditions for implementing strategic decisions is identified. A conceptual model of strategic management of urban transport enterprise development is refined. The model provides for the comprehensive consideration of interrelationships between development directions and dimensions, resource and managerial-institutional constraints, and stakeholder influence throughout the processes of formulating, implementing, evaluating, and adjusting strategic decisions. The practical significance of the findings lies in their potential application in developing strategies for urban transport enterprises, substantiating managerial alternatives, and determining the sequence of measures.

Keywords: strategic management, urban transport enterprises, strategic dimensions, managerial decisions, stakeholders, resource constraints, strategic development.

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СТРАТЕГІЧНЕ УПРАВЛІННЯ РОЗВИТКОМ ПІДПРИЄМСТВ МІСЬКОГО ТРАНСПОРТУ: ВЗАЄМОЗВ'ЯЗКИ НАПРЯМІВ І ВИМІРІВ У ФОРМУВАННІ УПРАВЛІНСЬКИХ РІШЕНЬ

Метою статті є обґрунтування концептуальних засад формування стратегічних рішень щодо розвитку підприємств міського транспорту з урахуванням взаємозв'язків між основними напрямами й вимірами їхньої діяльності, ресурсних та управлінсько-інституційних обмежень і впливу стейкхолдерів. У дослідженні використано методи аналізу й синтезу, системного підходу, узагальнення та концептуального моделювання. Визначено основні виміри розвитку підприємств міського транспорту, які необхідно враховувати під час обґрунтування стратегічних рішень: фінансово-економічну стійкість, соціальну результативність, операційну ефективність, розвиток ресурсного потенціалу та екологічну відповідальність. Розкрито взаємозв'язки між зазначеними вимірами, які можуть створювати передумови для взаємного посилення результатів або спричиняти суперечності через конкуренцію за ресурси. Обґрунтовано необхідність оцінювання не лише очікуваних результатів окремих управлінських рішень, а й їхніх можливих наслідків для різних сфер діяльності підприємства. Визначено роль стейкхолдерів, зокрема органів місцевого самоврядування, у формуванні умов реалізації стратегічних рішень. Уточнено концептуальну модель стратегічного управління розвитком підприємств міського транспорту, яка передбачає комплексне врахування взаємозв'язків між напрямами й вимірами розвитку, ресурсних та управлінсько-інституційних обмежень і впливу стейкхолдерів у процесі формування, реалізації, оцінювання та коригування стратегічних рішень. Практичне значення одержаних результатів полягає в можливості їх використання під час розроблення стратегій розвитку підприємств міського транспорту, обґрунтування управлінських альтернатив і визначення послідовності заходів.

Ключові слова: стратегічне управління, підприємства міського транспорту, стратегічні виміри, управлінські рішення, стейкхолдери, ресурсні обмеження, стратегічний розвиток.

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INTRODUCTION

The development of urban passenger transport largely determines a city's functional capacity by influencing access to essential services, the spatial mobility of its population, and the conditions for economic activity. The efficiency of urban passenger transport depends not only on the state of transport infrastructure and the availability of resources but also on the ability of transport enterprises to adapt to changing public needs, operating conditions, and requirements for the quality of transport services. Addressing these factors is one of the key tasks of strategic management aimed at ensuring the long-term viability of transport enterprises and enabling them to fulfil their economic and social functions.

The specific nature of urban transport enterprises requires the alignment of development objectives that may differ in their orientation. On the one hand, these enterprises must ensure the efficient use of resources, control costs, maintain financial stability, and create the conditions for renewing their material and technical base. On the other hand, their operations involve ensuring the accessibility and regularity of transport services, maintaining an appropriate standard of service quality, and addressing the needs of different population groups. Reconciling economic, social, operational, and environmental requirements complicates the formulation of strategic objectives and calls for a well-founded approach to establishing development priorities. Moreover, decisions that improve individual performance indicators do not necessarily serve the long-term interests of either the enterprise or the urban community.

Against this background, there is a growing need to improve the strategic management of urban transport enterprise development by comprehensively accounting for the interrelationships between different aspects of their activities. Addressing this need requires a shift from considering individual areas for improvement in isolation to adopting an integrated approach that enables the effects of strategic decisions on economic performance, transport service quality, operational activities, resource provision, and environmental performance to be assessed. It is also essential to account for the shared conditions under which such decisions are implemented, resource constraints, and the influence of stakeholders, all of which affect an enterprise's ability to achieve its stated objectives. This, in turn, necessitates refining the conceptual foundations of strategic management to ensure that different dimensions of development are aligned throughout the formulation, implementation, and adjustment of managerial decisions.

REVIEW OF RECENT RESEARCH AND PUBLICATIONS

The strategic management of urban transport enterprise development encompasses issues related to the organization of transport services, operational sustainability, management improvement, and the alignment of economic and societal objectives, in accordance with the principles of sustainable development. For example, S. Daimi and S. Rebai [1] propose an approach to assessing the sustainability of transport enterprises that combines economic, social, environmental, and institutional criteria. In a subsequent study, the same authors [2] examine methodological approaches to evaluating the performance of transport operators using the Analytic Hierarchy Process and network analysis methods. Recent research has also focused on aligning the financial sustainability of transport systems with social equity and transport accessibility [3; 4]. Other studies highlight the importance of financial sustainability for business entities implementing development projects and the need for a strategic approach to maintaining it [5; 6].

For urban transport enterprises, financial sustainability must be considered in conjunction with the social objectives of transport services, the achievement of which depends to a considerable extent on decisions made by local self-government authorities and institutional regulatory mechanisms. The need to maintain transport accessibility and meet the needs of different population groups requires economic capabilities to be aligned with societal expectations regarding enterprise performance. At the same time, changes in the external environment and fluctuations in passenger flows complicate the long-term forecasting of transport demand and reduce the effectiveness of management approaches based on the assumption that planning parameters remain constant. Under these conditions, strategic management must provide not only for the definition of long-term objectives but also for the adjustment of managerial decisions in response to changing circumstances. Ukrainian researchers, including A. Kovalchuk and N. Ryzhevska [7], A. Buryachenko et al. [8], and S. Potomkin [9], have also highlighted the importance of taking these specific characteristics into account in the development of transport enterprises.

O. Kalaman [10] emphasizes the need to enhance the adaptability of strategic management in public transport enterprises. Similar issues are addressed by L. Raicheva and N. Yakobchuk [11]. These studies highlight the importance of examining financial sustainability in conjunction with strategic flexibility and the management of risks associated with changes in demand, resource constraints, and the operating conditions of transport infrastructure. In wartime, security risks that affect transport operations, resource provision, and the long-term development prospects of enterprises also become particularly significant [12]. Meanwhile, studies on the social dimensions of public transport planning demonstrate the need to systematically account for the needs of different population groups when making decisions on route network design and transport service parameters [13].

Despite the significance of existing research findings, further investigation is needed into the conceptual foundations of strategic management of urban transport enterprise development in a manner consistent with the sustainable development goals of socioeconomic systems [14] and incorporating comprehensive consideration of the interrelationships between different aspects of enterprise activities in managerial decision-making. Particular attention should be paid to clarifying how shared resource constraints, changes in the external environment, and decisions made by key stakeholders affect the ability of enterprises to achieve economic, social, operational, and environmental

objectives. This approach makes it possible to view strategic management not merely as the identification of desired development directions, but also as a process of substantiating, implementing, and adjusting decisions while taking into account their potential implications for the enterprise as a whole.

FORMULATION OF THE RESEARCH OBJECTIVES

The aim of the article is to substantiate the conceptual foundations for formulating strategic decisions concerning the development of urban transport enterprises, taking into account the interrelationships between the main directions and dimensions of their activities, the conditions for implementing decisions, and stakeholder influence.

To achieve this aim, the following research objectives have been set:

1. To identify the specific features of strategic management of urban transport enterprise development, taking into account the nature of their activities and the combination of economic and societal functions.
2. To examine the interrelationships between the main directions and dimensions of urban transport enterprise development and determine the importance of accounting for these interrelationships when substantiating strategic decisions under resource constraints and stakeholder influence.
3. To develop a conceptual model of strategic management of urban transport enterprise development that provides for the comprehensive consideration of resource and managerial-institutional constraints, interrelationships between the main directions and dimensions of enterprise activities, and stakeholder influence throughout the processes of formulating, implementing, evaluating, and adjusting strategic decisions.

PRESENTATION OF THE MAIN RESEARCH FINDINGS

Strategic management of urban transport enterprise development has a number of distinctive features arising from the nature of their activities, the societal importance of transport services, and the dependence of operational performance on external conditions. Unlike enterprises primarily focused on commercial outcomes, urban transport enterprises must ensure not only the economic performance of their operations but also the fulfilment of their responsibilities to meet public transport needs. This requires maintaining the accessibility of transport services, adequate service frequency, alignment between transport capacity and passenger demand, and the safety of transport operations. At the same time, these responsibilities must be fulfilled under conditions of limited financial, material, and human resources, which increases the importance of making well-founded choices regarding development directions and the sequencing of managerial decisions.

An important feature of strategic management in urban transport enterprises is the need to reconcile the interests of several stakeholder groups. For the enterprise itself, key priorities include maintaining financial stability, using resources efficiently, keeping the fleet operational, and creating the conditions for further development. For local self-government authorities, the main concerns include continuity of transport services, the geographical accessibility of public transport, and the alignment of enterprise operations with community needs. For passengers, accessibility, reliability, service frequency, and the quality of transport services are of primary importance. Accordingly, strategic decisions must take into account not only the enterprise's internal objectives but also the broader context in which the urban transport system operates.

The substantiation of strategic decisions concerning urban transport enterprise development requires comprehensive consideration of different aspects of their activities, since the achievement of economic objectives, fulfilment of social functions, operational efficiency, and the creation of conditions for long-term development are interrelated. At the same time, a decision aimed at improving one aspect of operations may create additional opportunities or constraints for others.

The main aspects of urban transport enterprise activities that should be considered when substantiating strategic decisions, taking into account their interrelationships and resource constraints, are systematized in Table 1 in terms of development directions and dimensions. These should not be considered in isolation, as changes in one area may affect the capabilities and performance of others. For example, fleet renewal may improve operational efficiency, enhance service quality, and reduce environmental impacts. However, substantial investment costs may limit the enterprise's financial capacity to implement other measures in the short term. Similarly, reducing operating costs by postponing maintenance may temporarily improve financial performance but subsequently undermine fleet reliability and increase repair costs. Meanwhile, institutional and managerial capacity is relevant across all the identified aspects, as it encompasses the organization of management processes, coordination among organizational units, and interaction with local self-government authorities and other participants in the transport system.

Therefore, the substantiation of strategic decisions requires consideration of their expected outcomes, resource requirements, and potential implications for different aspects of enterprise activities. The objective is not to maximize every individual indicator but to identify solutions that achieve an appropriate balance between the enterprise's economic capabilities, societal needs, and long-term development objectives.

The implementation of strategic decisions depends not only on an enterprise's internal resources but also on decisions made by other participants in the transport system. Local self-government authorities play a particularly important role, as, depending on the organizational model of transport services, they may influence fare policy, budgetary funding, transport service requirements, and infrastructure development. At the same time, the enterprise

is responsible for organizing its operational activities, utilizing available resources, and preparing well-founded proposals for its own development.

Other stakeholders also influence the achievement of established objectives. Passengers generate demand and express expectations regarding service accessibility and quality; employees ensure the performance of operational processes; suppliers affect the availability of vehicles, equipment, and maintenance services; and financial institutions may contribute to meeting investment needs. Accordingly, the formulation of strategic decisions must take into account the distribution of authority and responsibility among participants in the transport system, as well as the enterprise's dependence on external managerial and institutional conditions.

Table 1

Main Directions and Dimensions of Urban Transport Enterprise Development and the Conditions for Their Consideration in Substantiating Strategic Decisions*

Development dimension / direction	Main content	Conditions to be considered when formulating strategic decisions	Key stakeholders
Financial and economic stability	Ensuring financial balance, efficient resource utilization, cost control, and the creation of financial conditions for the enterprise's further development	Economically justified fare policy; timely reimbursement of costs for subsidized transport services; stable financing; effective revenue and expenditure management	Local self-government authorities; enterprise management; passengers; transport service commissioners; financial institutions
Social performance	Ensuring the accessibility and regularity of transport services, appropriate service quality, coverage of necessary territories by the transport network, and consideration of the needs of different population groups	Alignment of the route network with population needs; defining accessibility and service quality requirements; adequate financing of socially significant services; consideration of the needs of people with reduced mobility	Passengers; local self-government authorities; organizations representing passengers' interests; transport service commissioners; enterprise management
Operational efficiency	Improving the organization of transport processes, ensuring the efficient use of rolling stock and human resources, and aligning transport service parameters with passenger needs	Well-founded transport planning; effective organization of routes and traffic schedules; technical readiness of rolling stock; adequate staffing; efficient management of operating costs	Enterprise management; employees; local self-government authorities; passengers; suppliers of equipment and services
Resource potential development	Renewal of rolling stock and infrastructure, maintaining their proper technical condition, ensuring the availability of material resources, and developing human resource potential	Availability of investment and budget funding; planning for asset renewal; availability of technical infrastructure; access to spare parts and maintenance services; recruitment and retention of qualified personnel	Local self-government authorities; enterprise management; employees; suppliers of rolling stock and equipment; financial institutions
Environmental responsibility	Reducing the negative environmental impact of transport operations, improving energy efficiency, and taking environmental requirements into account when organizing transport services and renewing rolling stock	Availability of funding for environmental modernization; technical readiness of infrastructure; availability of appropriate transport vehicles; consideration of environmental requirements in development planning	Local self-government authorities; enterprise management; passengers; suppliers of transport vehicles and equipment; environmental regulatory authorities

* developed by the authors

In view of the above, strategic management of urban transport enterprise development can be regarded as an integrated process encompassing the analysis of operating conditions, the formulation of strategic objectives, the substantiation of managerial decisions, resource allocation, implementation, performance evaluation, and adjustment [8; 14]. This approach implies that decisions are substantiated not in isolation but with due consideration of the interrelationships between different dimensions of enterprise activities, available resources, institutional constraints, and stakeholder positions. Accordingly, a conceptual model of strategic management should encompass not only the sequence of managerial stages but also the consideration of these factors when substantiating decisions and evaluating their consequences (Fig. 1).

Thus, the key principle of the proposed approach is the comprehensive consideration of the interrelationships between the identified development dimensions, resource and managerial-institutional constraints, and stakeholder influence throughout the processes of formulating, implementing, evaluating, and adjusting strategic decisions.

The formulation of strategic objectives for urban transport enterprise development does not, in itself, ensure the alignment of managerial decisions, since their implementation affects different areas of enterprise activity and depends on shared resources, external conditions, and stakeholder decisions. The characteristics presented in Block 3 encompass interrelated directions and dimensions of urban transport enterprise development. Their consideration makes it possible to identify desired changes, assess the enterprise's capacity to implement them, and analyze the expected and actual consequences of strategic decisions for different areas of its activities. The interrelationships between these directions and dimensions necessitate a comprehensive approach to substantiating managerial decisions, taking into account resource availability, institutional constraints, and stakeholder influence.

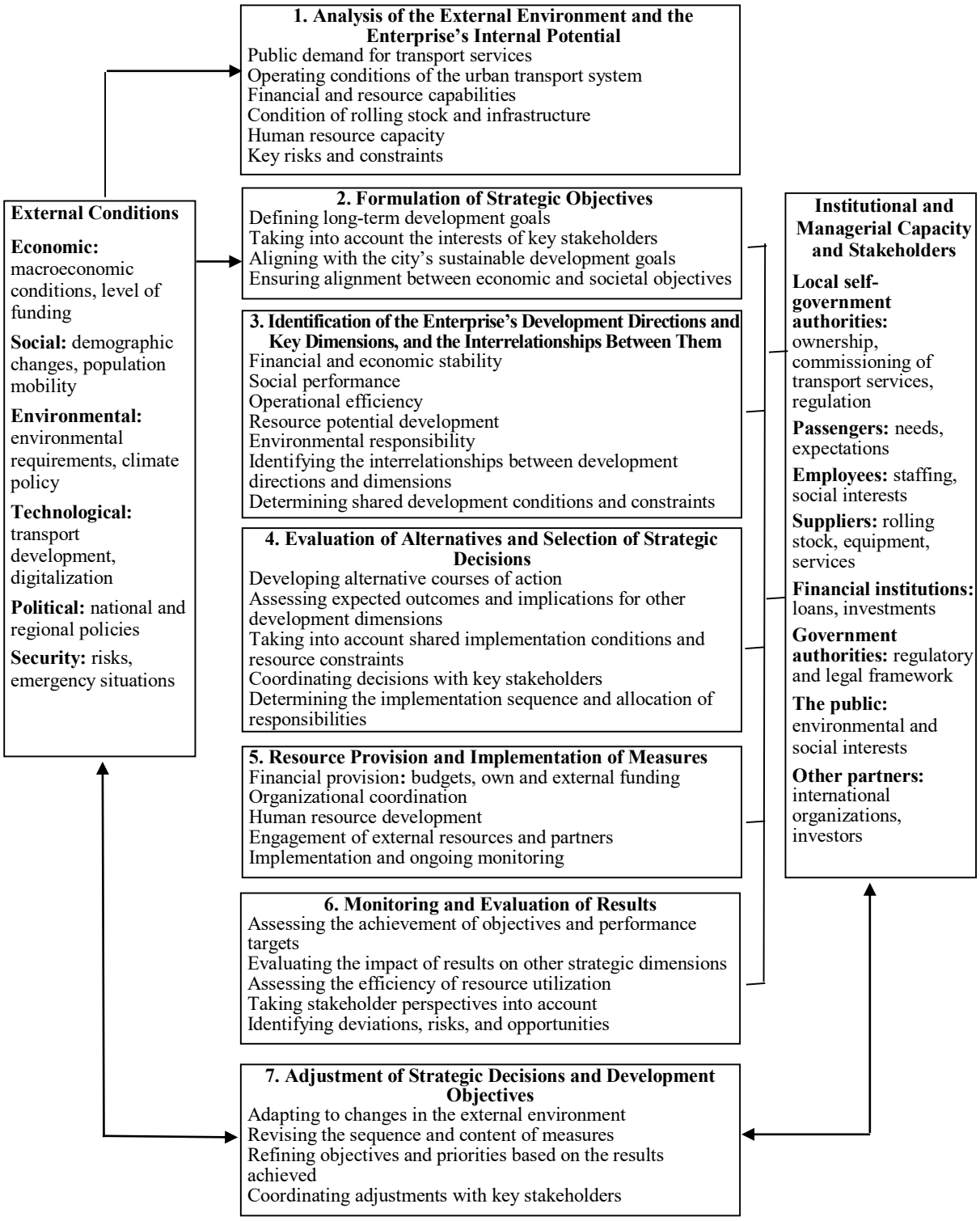

Fig. 1. Conceptual Model of Strategic Management of Urban Transport Enterprise Development*

*developed by the authors

Financial and economic stability, social performance, operational efficiency, resource potential development, and environmental responsibility represent distinct yet interrelated dimensions of urban transport enterprise development. Decisions aimed at improving performance in one area may create conditions for positive changes in other areas or constrain the opportunities available to them. Therefore, the substantiation of strategic decisions requires consideration not only of their immediate outcomes but also of their potential implications for the enterprise as a whole.

Particular importance should be attached to accounting for the shared resource requirements associated with implementing strategic development directions. Limited financial, material, and human resources necessitate decisions on their allocation in light of the enterprise's overall set of strategic objectives. If resource constraints or the

dependence of certain measures on prior changes make it impossible to achieve all planned outcomes simultaneously, managerial decisions must provide for a well-founded sequence of implementation. However, a shortage of current resources does not necessarily mean that a particular strategic priority should be abandoned. In some cases, it may be more appropriate to establish the necessary conditions for its implementation first, for example, by securing funding, training personnel, modernizing infrastructure, or coordinating relevant decisions with local self-government authorities. Consequently, determining the sequence of measures requires consideration of both the strategic significance of the expected outcomes and the extent to which their achievement depends on the prior implementation of other measures.

The implementation of strategic objectives for urban transport enterprise development depends not only on internal managerial decisions but also on the actions of other participants in the transport system. This reflects the specific organizational context of urban transport, in which the business activities of enterprises, the exercise of local self-government authorities' powers, and the fulfilment of public transport needs are closely intertwined. Accordingly, the substantiation of strategic decisions requires consideration of stakeholder interests, the nature of their influence on enterprise development, and the distribution of responsibilities and decision-making authority for achieving the established objectives.

Local self-government authorities play a particularly important role in this process. Depending on the organizational model of transport services, they may act as owners of transport enterprises, commissioners of transport services, fare-regulating authorities, and participants in financing transport infrastructure. Their decisions directly affect the financial and economic stability of enterprises, opportunities for fleet renewal, route network organization, and the social accessibility of transport services. At the same time, enterprises possess information about their operational processes, resource requirements, and technical constraints, which is essential for substantiating managerial decisions. Therefore, the effectiveness of strategic management depends to a considerable extent on the alignment of enterprises' long-term objectives with decisions made by local self-government authorities and the institutional conditions governing their implementation.

Other important stakeholders include passengers, enterprise employees, suppliers of vehicles and equipment, financial institutions, and other partners. Passengers generate demand for transport services and shape public expectations regarding accessibility, service frequency, and quality. Employees carry out operational processes, while their qualifications and working conditions influence opportunities to improve operational efficiency. Suppliers and service providers determine the availability of vehicles, equipment, and maintenance services, whereas financial institutions and investors may expand opportunities for implementing investment projects. Taking these stakeholders' interests into account makes it possible to assess the actual conditions for achieving strategic objectives and identify factors that may facilitate or hinder their attainment.

However, stakeholder interests do not always align. For example, the need to maintain affordable fares may conflict with the requirement to ensure an enterprise's financial stability if the associated costs are not adequately compensated. Expanding transport services may increase operating costs, while limited budgetary funding can make it difficult to expand services and renew the fleet simultaneously. Under these conditions, strategic management should involve assessing the implications of alternative decisions for different stakeholder groups and identifying feasible ways to reconcile their interests. Such reconciliation does not imply that all expectations must necessarily be met; rather, it involves identifying well-founded solutions that account for the societal functions of public transport, the enterprise's economic capabilities, and the respective powers of the stakeholders involved.

Accordingly, stakeholder coordination is an integral part of substantiating and implementing strategic development objectives. It involves clarifying the distribution of responsibilities, coordinating decisions on matters beyond the enterprise's authority, and identifying the conditions required to implement planned measures. This makes it possible to distinguish between outcomes that can be achieved through the enterprise's own managerial actions and those that require external support or interinstitutional cooperation.

Strategic decisions are implemented in an environment characterized by changes in external conditions, resource availability, and transport service needs. Consequently, decisions made at the outset do not always deliver the expected results throughout the entire strategy implementation period. Achieving planned targets for an individual development dimension does not necessarily indicate the overall effectiveness of strategic management, as the decisions concerned may have implications for other dimensions. This necessitates monitoring not only the implementation of planned measures but also their effects on the enterprise's overall performance.

An important component of such monitoring is assessing the interrelationships between outcomes across different development dimensions. For example, a reduction in operating costs may indicate improved operational efficiency. However, if these savings result from postponing vehicle maintenance, they may subsequently undermine transport reliability and increase repair costs. Similarly, expanding transport services may improve social performance but, in the absence of adequate financial support, increase the financial burden on the enterprise. These examples demonstrate that evaluating outcomes in individual dimensions requires consideration of their implications for other areas of enterprise activity.

Changes in stakeholder decisions and capabilities must also be taken into account. Changes in fare policies, levels of budgetary support, transport service requirements, or the availability of investment resources may affect the implementation of several strategic directions simultaneously. In such cases, the enterprise must assess whether its managerial actions need to be adjusted, existing agreements reconsidered, responsibilities clarified, or new implementation arrangements negotiated. Therefore, strategy monitoring and adjustment must account for both the enterprise's internal performance and changes in the external conditions on which the achievement of its strategic objectives depends.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

Strategic management of urban transport enterprise development must account for the specific nature of these enterprises, which stems from the need to reconcile economic objectives with the societal functions of transport services. Accordingly, substantiating strategic decisions requires comprehensive consideration of financial and economic stability, social performance, operational efficiency, resource potential development, and environmental responsibility as interrelated dimensions of enterprise development. Decisions aimed at improving performance in one area may create opportunities for development in other areas or constrain them due to shared resource requirements. This necessitates assessing not only the expected outcomes of individual measures but also their potential implications for the enterprise as a whole, including determining a well-founded sequence for implementing strategic measures.

The study highlights that the implementation of strategic decisions depends not only on an enterprise's internal resources but also on managerial and institutional conditions and stakeholder decisions. Local self-government authorities play a particularly important role, influencing funding, fare policies, the organization of transport services, and infrastructure development. Therefore, the formulation of strategic decisions must take into account the distribution of authority and responsibility among participants in the transport system, as well as the coordination of actions in areas that extend beyond the enterprise's direct control.

The study refines a conceptual model of strategic management of urban transport enterprise development. The model provides for the comprehensive consideration of interrelationships between the main development dimensions and directions, resource and managerial-institutional constraints, and stakeholder influence throughout the processes of formulating, implementing, evaluating, and adjusting strategic decisions. The practical significance of the proposed approach lies in its potential application in developing enterprise strategies, substantiating managerial alternatives, determining the sequence of measures, and coordinating decisions with key participants in the transport system. Further research should focus on developing methodological approaches to assessing the interrelationships between the identified dimensions of urban transport enterprise development and incorporating the resulting assessments into the comparison of strategic alternatives and the determination of their implementation sequence.

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