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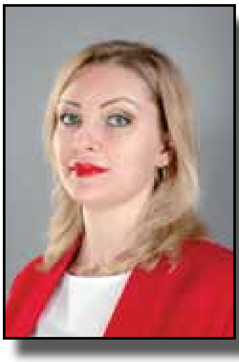
Situational Analysis of the Cargo Transportation Market and Prospects for Its Development



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ABSTRACT

The relevance of conducting a situational analysis of the cargo transportation market is based on its overall strategic importance in the context of economic development of the Russian Federation. Namely, being actively involved in both domestic and foreign economic activity, cargo transportation is a key one in the supply of goods, resources, food, and other cargo.

Such an analysis is of particular interest regarding the immediate pandemic and consequent period. It offers an opportunity to draw certain conclusions on change in quantitative indices (the total number of cargo transportation carried out decreased that somewhat complicated the situation of a number of business entities) as well as, to a certain extent, on adaptation of the tools of situational analysis to situations rather strongly influenced by unusual factors.

The subject of study described in the article is the process of conducting a situational analysis of the cargo transportation market to identify the main patterns for road, rail, and sea transportation. Besides, the data obtained through the analysis are the basis for making basic forecasts for the future state of the entire cargo transportation sector.

The study involved in its context methods of analysis and synthesis of economic and statistical sources of information; at the same time, the author relied also on several empirical research methods and a SWOT analysis.

The results of the current study are ambiguous: on the one hand, one can observe overall development of the industry from the position of changing the structure composition of the market of cargo transportation, as well as note its sustainability relative to other areas. At the same time, the analysis of the state of cargo transportation that took shape during the pandemics can be considered as dependent to great extent on further impact of the consequences of the COVID-19 pandemic on the entire economy. It is nevertheless important that the cargo transportation has shown high adaptation ability regarding tuning of the activity under the conditions of fast changes in external economic environment and market situation.

Keywords: *transport industry, cargo transportation, situational analysis, pandemic, state of the industry during the pandemic, COVID-19.*

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INTRODUCTION

The analysis of market segments during the pandemic and post-pandemic period is one of the ways to identify patterns in functioning of companies during a crisis. This mainly allows reflecting the current trends prevailing within the entire market, revealing the general state of individual components, and, on this basis, predicting promising directions for their development and transformation. Thus, within the framework of this article, it is planned to conduct a situational analysis of the activities of the cargo transportation market in the context of overcoming the consequences of the COVID-19 pandemic, which involves conducting an initial analysis of the situation that then requires further clarification, after expertise and analysis of the events that occurred during the period of 2021 will be shaped out, including generation of complete statistics. In addition, the relevance of the declared topic is determined by the strategic importance of this type of economic activity for the entire economy of the Russian Federation. The significance there-of is emphasised by the fact that cargo transportation (namely, rail, road, river, and sea freight transportation) occupies key position in the trade turnover, redistribution of resources and acts as the central link in the supply chain. From this standpoint, smoothing out the post-pandemic consequences (through development of a system of recommendatory measures that are relevant for various companies) will allow this market segment to be restored at an accelerated pace, and to return it into the range of pre-crisis indicators.

Thus, the *objective* of the study can be formulated as a comprehensive analysis of the cargo transportation market and the prospects for its further development.

RESEARCH METHODS

The study involved *methods* of analysis and synthesis of literary economic and statistical sources of information; in addition, the structure of operational analysis comprised particularly empirical methods of comparison, observation, abstraction, generalisation, and others. The context of situational analysis assumes mainly involvement of methods of statistical data analysis (their study in dynamics) and development of recommendations based on SWOT analysis.

RESULTS AND DISCUSSION

At the present stage, the scale of the consequences of the COVID-19 pandemic is global. In particular, the cargo transportation market in such conditions has undergone most important changes. As Bloomberg notes, due to the impact of some of the restrictions on the activities of the transport industry, in some regions there were difficulties resulted in breaking the supply chains of goods. This refers particularly to the activities of companies operating in the European and Asian markets. This has led to some risks arisen for the activities of many enterprises [1]. In turn, governments have taken series of measures to minimise these delays [1]; so, the European Commission introduced measures to introduce «green lanes», which involved a number of mechanisms to ensure functioning of rail, water and air transportation within the Single Market [2].

Besides, many authors identify several specific patterns related to the impact of the pandemic on transport industry functioning. The work of Dominic Loske emphasises that the volume of transportation of dry products in retail logistics turned to be dependable on the number of new cases of infection per day, and this becomes a reason for the conflict of interest that arises between transport companies and logistics sector (in particular, grocery retail) [2]. The work of Elizabeth A. Mack [*et al*] made a number of clarifications regarding employment in the transport industry: the authors found that different transport sectors received different damage due to the pandemic's impact (companies whose activities were related to cargo transportation, namely the supply of food goods, were more sustainable). This also applies to the level of unemployment: employees in the transport sectors focused on working with people namely with passengers and not related to the delivery of goods lost their jobs 20,6 % more often than others [3].

Juniy Zhang, Yoshitsugu Hayashi and Lawrence D. Frank conducted an expert survey concerning impacts of coronavirus disease 2019 (COVID-19) on the transport sector and the corresponding policy measures. On average little bit more that 30 % of cities represented by respondents did not have guidelines nor contingency plans. «Experts reported that for all countries/regions, the percentages of cities/towns with guidelines of transport systems for public health threats prepared before the

[1] Bloomberg – Freight-Cost Pain Intensifies as Pandemic Rocks Ocean Shipping. [Electronic resource]: https://www.bloomberg.com/news/articles/2021–02–04/freight-cost-pain-intensifies-as-pandemic-rocks-ocean-shipping. Last accessed 26.11.2021.

[2] Transportation during the pandemic. [Electronic resource]: https://ec.europa.eu/info/live-work-travel-eu/coronavirus-response/transportation-during-pandemic_en. Last accessed 26.11.2021.

COVID-19 pandemic» differed significantly with regard to modes of transport: from 33,5 % for bus systems to only 6,7 % for river/canal transport systems. «13,9 % of experts reported that none of the above systems in their cities/towns had such guideline». From 33,8 % to 44,7 % of respondents did not know or were not sure whether respectively guidelines and contingency plans existed. The situation was rather similar in both developed and developing countries [4, pp. 70–71].

Considering the situation in Asian countries, it is important to note that in China in 2020, the greatest impact was observed in relation to sea cargo transportation [5]. At the same time, the work of Shan-Ju Ho [*et al*] put forward a hypothesis that from a macro level perspective, the pandemic would likely have a «positive impact on the road or water freight transport», which could be explained by extreme propensity of individuals and legal entities to stockpiling behaviour. Besides, changes in consumer behaviour in relation to food industry products indicate a parallel growth in the road transportation (in terms of freight transportation) due to acceleration of the distribution of food products through online channels [6].

Thus, the short analysis of the global situation indicates high losses in the transport industry within the markets of various countries. It should be noted that the judgments stated by the authors correlate with each other. So, objectively, regardless of the state and its contingency policy in relation to the COVID-19 pandemic, cargo transportation has reduced its turnover. However, the decline by country has a different structure: if in the EU countries road and air transport suffered the most, then in the PRC, maritime freight transport was more affected, which is due to several specific features of the countries and their direct correlation with the state of the transport industry.

Turning to the analysis of the main indicators of the transport industry in the Russian Federation, it is important to emphasise its strategic importance as of a special «conductor» of the entire economic system. This is since the transport industry, namely, cargo transportation, acts as a key link that completes the course of production processes, namely, it becomes the main component in the transfer of goods from producer to consumer. Besides, individual participants in the transport industry market, such as railway companies, act as conducting wires between key industrial facilities in the Russian Federation (including those under public control). At the same time, the same railway companies are active foreign trade partners of foreign companies in the field of delivery of natural resources from the extractive industry of Russia [7].

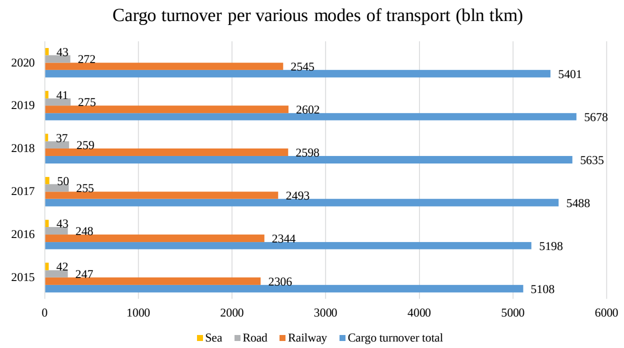
The state of the transport industry determines the growth opportunities for the entire economic system by regulating supply of resources, products, as well as through transportation of basic (vital) goods to remote parts of the country. Thus, acting as an inseparable structural component at the junction of the social sphere and economic activity, transport occupies a special role in the structure of state development. It is also important to note the high dependence of many business entities on the activities of transport companies, the competition among which has been especially growing in recent years. All the above becomes the basis for studying the transport industry and assessing its state in the pre-crisis and post-crisis periods to identify the main patterns and changes [8].

For example, touching on the significance of the transport industry purely in terms of gross domestic product (GDP), it can be noted that the share of the entire transport industry over the past three years has been in the range of 6,3–5,9 % (which is approximately comparable to the civil construction sector). Besides, in the period up to 2020, the balanced financial result of the transport industry contributed more than 7 % to the structure of the entire financial result of the economy of the Russian Federation. In 2019, more than 7,5 million people were employed in the transport industry, which is about 10 % of the total employed population of the country[3].

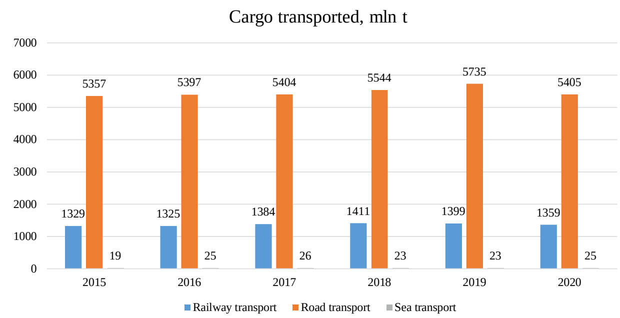
However, it is important to note that during the crisis, many companies were exposed to risk factors; temporary cessation of the activities of some enterprises and companies has resulted in decrease in the volume of freight transportation, in cargo turnover, as well as to a parallel increase in tariffs for transportation of resources. In general, the statistics in the field of cargo transportation and vehicle ownership had the following values in the period from 2015 to 2020 (Pics. 1, 2, 3):

Thus, considering the data presented in Pic. 1, we can note a decrease in cargo turnover in 2020; moreover, most of the change, namely 2,2 %, falls on railway transport. In general, cargo turnover during the pandemic amounted to 95 % of the values of 2019. It is especially important to note the slight

[3] Employment and unemployment in the Russian Federation. [Electronic resource]: https://nangs.org/analytics/rosstat-zanyatost-i-bezrabotitsa-v-rossijskoj-federatsii. Last accessed 26.11.2021.



Pic. 1. Cargo turnover per various modes of transport in the Russian Federation for the period from 2015 to 2020/ Compiled by the author based on Rosstat [Federal State Statistics Service] data. [Electronic resource]: https://rosstat.gov.ru/storage/mediabank/GvBQVwRi/gruz-ob.xls. Last accessed 26.11.2021.



Pic. 2. Cargo transported by modes of transport in the Russian Federation in the period 2015–2020. Compiled by the author based on Rosstat [Federal State Statistics Service] data. [Electronic resource]: https://rosstat.gov.ru/storage/mediabank/V8oK4Mr3/per-gruz.xls. Last accessed 26.11.2021.

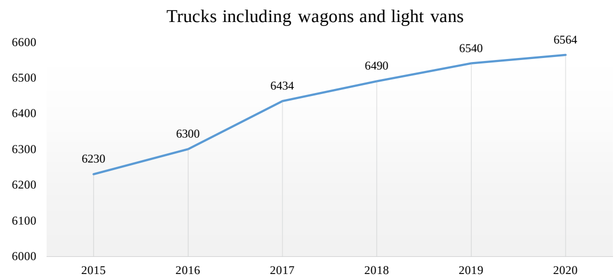
growth observed in sea transport, which amounted to 2 billion tonne-kilometre (tkm).

Referring to the indicators presented in Pic. 2, it is important to highlight that the largest change in the volume of transported goods was observed in 2020, the decrease was by 5,75 % or 5405 million tons; for railway transport, the decrease in the number of transported goods amounted to 2,85 %. Sea transport, on the contrary, increased the volume of cargo transported during the pandemic (however, it is important to note that in the overall structure, the rate of sea transport still occupies the lowest position, except for air transport). Despite the changes, road transport remains the leader in the cargo transportation market.

The decline in railway transportation can be referred to the position of the JSC Russian Railways as of key carriers of coal intended for power generation to foreign countries. Besides, railway transport in general has an active relationship with European countries, in which (during the COVID-19 pandemic) many business entities not only reduced their economic activity but almost ceased it. This resulted in structural changes in the area of supplying resources to European countries (as well as to the CIS countries) by domestic transport and logistics companies, namely, in a reduction in exports[4].

Modern research in the field of development of logistics services emphasises the particular relevance and growth in the importance of road transport in the overall structure of cargo transportation in the Russian Federation; however, at the same time, it can be noted that this fact does not exclude the high role of railway transport in transportation of especially large consignments of goods. So, comparing the indicators presented in Pics. 1 and 2, it is important to note that railway transport acts as the main one in transportation of large shipments of goods over longer distances. At the same time, several authors outline a special high prognostic value of the automotive industry in the framework of deliveries within the territory of the Russian Federation. At the same time, the work of R. S. Turlaev, Yu. G. Kuzmenko, I. Yu. Okolnishnikov notes that the maximum possibility of strengthening the position of road transport in the structure of cargo

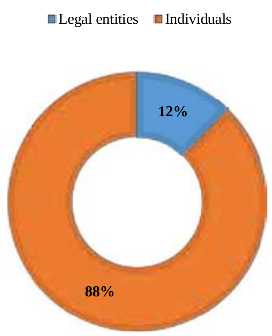
[4] The results of the foreign economic activity of the Russian Federation in 2020 [In Russian]. [Electronic resource]: https://economy.gov.ru/material/file/ab03f167412ee7cbc60d8caf776bab70/itogi_ved_v_2020g_i_1_polugodie_2021.pdf. Last accessed 26.11.2021.



Pic. 3. Availability of vehicles, thousand units at the end of the year. Compiled by the author based on Rosstat [Federal State Statistics Service] data. [Electronic resource]: https://rosstat.gov.ru/storage/mediabank/RBGEdfZZ/nalich.xls. Last accessed 26.11.2021.

transportation is being reduced due to the high average age of the fleet of trucks, most of them being over fifteen years old [9, P. 957]. At the same time, the overall indicators in the field of the number of cargo vehicles over the past six years are as shown in Pic. 3.

Moreover, in the structure of the ownership of freight vehicles, most vehicles are owned by citizens (about 85–87 % on average over the past six years). During the pandemic period, one can notice a decrease in the share of ownership of cargo vehicles by citizens and an increase in the number of vehicles owned by organisations of all types (small businesses not accounted). So, in the period from 2019 to 2020, the number of cargo vehicles owned by citizens decreased by 1,2 %; simultaneously, the growth of vehicles owned by organisations was of 6,07 %. This fact can be explained by the growing importance of the activities of organisations related to delivery of goods within the Russian Federation (large marketplaces, for example, Ozon, Wildberries companies) during the pandemic, and to corresponding expansion of their vehicle fleet [9; 10]. Thus, in 2020, distribution in vehicle ownership was as follows (Pic. 4).



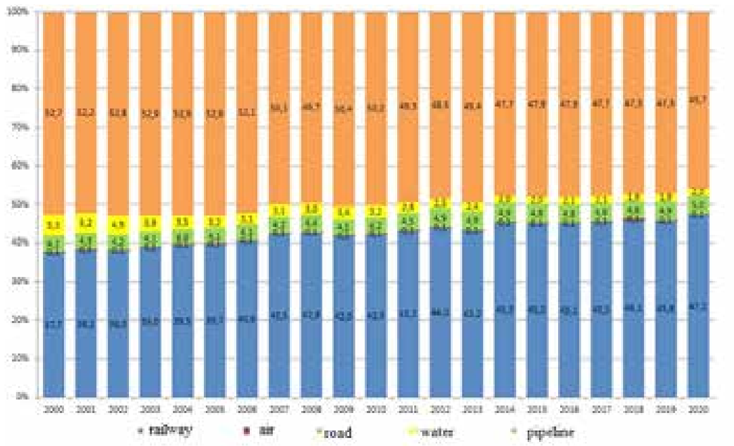
Pic. 4. The distribution of truck ownership among citizens and business entities, small enterprises not accounted (compiled by the author).

Despite the magnitude of the indicators presented regarding road transport, in the general system of cargo turnover (according to the distribution of vehicles per mode of transport in the Russian Federation) in 2020, the leading place was occupied by railway transport[5]. Referring to the data presented in Pic. 5, it can be noted that over the past 20 years there has been a tendency towards growth of the share of railway transport. Simultaneously, the share of water transport is decreasing from year to year (in 2000 it represented 5,3 % of the total freight transportation, while by 2020 it has decreased to represent 2 % only). The indicators of the share of air transport cargo turnover are the lowest, but at the same time the most stable since they have not changed for 20 years. So, despite the increasing importance of road transport noted in the work of R. S. Turlaev [*et al*], although its indicators reflect a gradual increase, however, in comparison with railway and pipeline transport (namely, the dynamics of their growth) they don't show the highest results (the increase in volume over 20 years was 0,8 %). This can be explained by the high role of the first two modes of transport in foreign trade activities (namely, in the export of resources, fuel, as well as of some industrial goods).

In addition, considering implementation of the Transport Strategy of the Russian Federation, it can be noted that its main provisions, in particular, those related to development of transport networks intended for energy producing enterprises and fuel exports, emphasise possible further continuing growth in cargo turnover of railway transport, which is dictated by the needs for development of foreign economic relations [11]. However, the provisions of the Transport strategy contain indications of the possibility of optimising logistics processes related to road transport and its activities in the territory of the Russian Federation. All this becomes the reason for assumptions that after restoration of the economic

[5] Structure of cargo turnover per modes of transport in the Russian Federation. [Electronic resource]: https://rosstat.gov.ru/storage/mediabank/O7f8s2Rz/gruz-ob.jpg. Last accessed 26.11.2021.

Structure of cargo turnover per modes of transport in the Russian Federation



Pic. 5. Structure of cargo turnover per modes of transport in the Russian Federation, in %. Compiled by the author based on Rosstat [Federal State Statistics Service] data. [Electronic resource]: https://rosstat.gov.ru/storage/ mediabank/V8oK4Mr3/per-gruz.xls. Last accessed 26.11.2021.

conditions at pre-pandemic values, there will be processes associated with an increase in cargo turnover by road, railway, pipeline, and air transport.

Thus, the analysis carried out allows us to draw some conclusions regarding the individual components of the transport industry of the Russian Federation.

1. Regarding railway transport, further growth in cargo turnover can be forecasted (after the recovery from COVID-19), which is imposed by increased orientation towards Eastern markets, as well as by parallel participation of the state in the railway industry as of a key innovative reformer [12]. In particular, the predominance of railway transport in terms of large-scale cargo transportation is explained by the impossibility of its replacement by other modes of transport. At the same time, the growth in volumes may indicate an increase in the number of transported goods in tonnes, however, even in this case, they will not exceed the indicators of road transport.

2. Regarding road transport, several trends indicate the route in the direction of continuous increase in volumes of cargo transported within the framework of moderate growth; this means that, despite the current general economic downturn, the volume of transportation in tonnes will continue to grow. After returning to pre-pandemic values, road transport will continue to play a key role in delivery of goods within the Russian Federation.

At the same time, some studies emphasise the increase in the strategic importance of road transport due to an increase in the number of cargo transportation to other countries [13–15]. Despite this, the level of competition of international companies in the domestic market (DHL, SCHENKEN and others) will increase in parallel with the growth of the domestic market. However, it is worth noting that the observed trends towards development of the own vehicle fleet on the part of key Russian companies operating in the field of delivery of goods, food, and other cargoes may become a factor that will reduce the need to use the services of private enterprises and make them focus on implementation of their own cargo transportation between organisations.

3. Regarding sea transport, it is difficult to specify forecasts, since, in general, its dynamics from year to year reflects a downward trend. At the same time, after a partial economic recovery, profits in sea cargo transportation reflected strong growth[6].

Thus, it can be emphasised that the impact of the pandemic, although, on the one hand, caused difficulties among a few companies, however, on the other hand, it made it possible to free the market from stagnant players, thereby creating the potential for development of new business entities. In general, emphasising stability of the cargo transportation sector, it can be noted that during the pandemic it experienced the least decline, especially in comparison with the passenger transportation sector. Regarding transport industry, its certain dependence on GDP of the Russian

[6] Prices for transportation: market situation and forecast for the nearest future [In Russian]. [Electronic resource]: https://seanews.ru/2021/07/27/ru-ceny-na-perevozki-situacija-na-rynke-i-prognoz-na-blizhajshee-budushhee/. Last accessed 26.11.2021.

Federation can be noted, namely, the share of the transport industry is fairly stable in the overall GDP, and its numerical size depends on the final value of GDP. At the same time, many researchers predict a rapid growth in cargo transportation associated with the use of cars in the future; however, despite this, the importance of railway transport will not decrease, which is explained by its current general situation and steady growth in recent periods. In addition, these factors are enhanced by the provisions of the Transport Strategy of the Russian Federation and the focus on the export of resources, including those related to the fuel and energy complex.

Here are some of the main trends that have taken place in 2020:

1. A sharp (relative to the relative decline of the entire transport industry) increase in the importance of railway transport in the structure of cargo turnover (1,4 %).

2. Continued sustainable growth of the share road transport in the structure of cargo turnover despite its decline in industry indicators (growth amounted to 0,1 %).

3. Continued (but at the same time significantly slowed down) steady growth in the number of trucks.

4. Decrease in the number of goods (million tonnes) transported with trucks, which amounted to 5,75 %.

5. Changes in the structure of truck ownership by citizens and organisations towards a decrease in their number owned by individuals and an increase in number of those owned by organisations (an increase by 6,07 %).

Thus, based on the above data, it is necessary to carry out a SWOT analysis of the transport industry during the pandemic (2020) to clarify the forecasts and possibilities for the implementation and its pace regarding various trends in the field of cargo transportation (Pic. 6).

Thus, it can be noted that the current market of the Russian Federation is more open to transport companies: this is emphasised by the stable growth indicators of the industry (in terms of cargo transportation), as well as by current opportunities to further strengthen its own positions (which is facilitated by structural transformations taking place within the economy). At the same time, there are some threats to cargo transportation industry, which may be exacerbated in case of emergence of a new wave of the COVID-19 pandemic.

Correlating weaknesses and opportunities, it is important to note that the Transport Strategy of the Russian Federation can become an occasion to improve the position of sea transport[7]. Besides, for large business actors, the growth of competition in the market at the present stage does not act as a broad problem.

The ratio of strengths and threats allows us to note that the high importance of the cargo transportation sector is becoming a factor that determines its greater independence from fuel prices and growth in tariffs. In this case, the final cost of cargo transportation, although it will affect their number, this will be compensated by the stability of large companies and technological modernisation (change of landmarks in the field of cargo transportation).

Weaknesses and threats together form a warning line, within which it is important to highlight the fact that current threats can become a major barrier to the use of modern opportunities. Thus, high competition and rising fuel costs, growth in transportation tariffs, can become factors that reduce the overall demand for the services of cargo transportation companies (in particular, road haulage companies), and this emphasises the special need for forecasting all aspects of activity and the high degree of dependence of organisations on further government actions [16].

The conducted SWOT analysis allows us to note that despite all the risks and weaknesses of the current transport industry of the Russian Federation, its steady growth and overall importance in the economic structure (during the pre-pandemic periods) become factors that exclude prerequisites to slow down its development below the development level of the entire economy. In general, the results of the analysis are correlated with current statistical indicators and the trends identified during their study, indicating a further increase in cargo transportation after the end of the pandemic impacts.

It is worth noting that some of the effects of the COVID-19 pandemic on the activities of transport companies have been mitigated due to their prompt actions. Namely, JSC Russian Railways, to stimulate activity against the backdrop of a decrease in demand for cargo transportation announced discounts for coal transportation. In addition, socially significant cargo in covered cars began to

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[7] Transport strategy of the Russian Federation till 2030 with the forecast up to 2035, approved by the Resolution of the Government of the Russian Federation dated November 27, 2021 No. 3363-r. [Electronic resource]: http://publication.pravo.gov.ru/Document/View/0001202112030006?rangeSize=1. Last accessed 01.12.2021.

Strengths (S)	Weaknesses (W)
• Reduction of competition in the market due to leaving of some organisations during the pandemic (mainly small market players), • High importance of the industry for the economy of the Russian Federation. • Sustainable performance indices of the industry in the entire structure of the economy.	• Uneven growth of individual components of the industry with the presence of intermittent indicators. • High level of competition in individual segments of the industry. • Importance of water transport being reduced.
Opportunities (O)	Threats (T)
• Availability of prerequisites for development (Transport strategy of the Russian Federation and its conceptual provisions). • Growing importance of trucks (growth in their number owned by organisations, high importance of the volume of transported goods (million tonnes)).	• Increase in the cost of fuel. • Complex post-crisis (restoring) condition of the industry. • Repeated reinforcing of pandemic restrictions. • Increase of tariffs for cargo transportation.

Pic. 6. SWOT-analysis of cargo transportation in the Russian Federation [compiled by the author].

be shipped 40 % cheaper; the number of food products loading during the pandemic increased for most of their items [17]. In the field of road freight transportation, during the pandemic, some organisations, instead of the usual export transportation, focused their forces to work within the domestic market; at the same time, one can note the growing importance of IT technologies in the activities of domestic organisations[8]. Thus, in general, the current decisions did not allow to fully contain the consequences of the crisis due to most rapid occurrence and volumes of threats, however, to some extent, they made it possible to prevent a decrease in the volume of cargo transportation, which became the reason for stable operation.

Thus, it can be noted that at present the volume of cargo transportation is recovering after a long decline. Today, the cargo transportation market has partially «freed itself» from unstable business players. This factor becomes decisive to implement an opportunity of structural innovations in the activities of newly formed organisations. Hence, the importance of focusing on current market trends, while considering current risks and opportunities.

Thus, correlating official statistics with the conducted SWOT analysis, it can be noted that today there is a huge potential for development of certain areas of activity in the field of cargo transportation. Namely, high importance and sustainability of the entire industry (relative to the structure of the Russian economy and its changes) indicate a clear opportunity to further reform, restructure and transform it [18]. For example, focusing not only on external, but also on domestic markets, allows transport organisations to retain part of the profits and use it for investment activities. In addition, statistics indicate the continued market operations of the largest actors of the industry, which, together with current trends, is becoming a factor determining their importance in the context of the restoration of the entire cargo transportation industry and further development of innovations.

CONCLUSIONS

The results of the conducted situational analysis allow us to note that modern companies operating in the field of cargo transportation, despite all the difficulties that have arisen, have shown high resistance to market changes. In particular, 2020, despite active evolution of restrictions related to COVID-19, has become significant for development of railway transport: its share in the entire structure of cargo turnover increased by 1,4 %. At the same time, road transport, despite termination of activities by many small and medium-sized businesses, showed a small but still an increase in its share by 0,1 %. However, in the cargo transportation market, the pandemic has become an occasion to consider new other areas of activity and expand own influence within previously not implemented areas. Thus, after introduction of the total lockdown and growth of restrictive measures (accompanied by economic losses), companies engaged in cargo transportation to the countries of the European Union began to consider to a greater extent the prospect of the domestic market of the Russian Federation. At the same time, many companies began to expand their own fleet of trucks during the pandemic (an overall increase by 6,07 %). Issues related to the sea transport industry are problematic: a long-term decrease in the volume of transportation indicates a decrease in their competitiveness; at the same time, as of 2021, profits from implementation of certain measures began to increase, which creates

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[8] Logistics trends 2020–2021: impact of the COVID-19 pandemic on transportation. [Electronic resource]: https://www.retail.ru/articles/logisticheskie-trendy-2020-2021-goda-vliyanie-pandemii-covid-19-na-perevozki/. Last accessed 26.11.2021.

some uncertainty in the situation. Possible general conclusion can claim that transport system, namely its freight transportation segment, owns sufficient adaptive capacity to act under the impact of crisis phenomena similar to pandemic and to rapidly tune development instruments following changing external environment.

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