



A Concept of Integrative Development and Functioning of the System of Road Passenger Transport Services under Seasonal and Cyclic Conditions in Regional Resort Agglomerations



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ABSTRACT

The relevance of the research topic is determined by the process of the competitive and comprehensive development of regional resort agglomerations (RRA) in the Russian Federation, of the corresponding service areas and infrastructure.

The objective of the article is to substantiate the process of competitive and comprehensive development of the RRA service infrastructure by increasing the coordinated interaction of the «resort-tourist» and «road passenger transport» service areas, considering specificity of seasonality and cyclicity of volumes of customer activity of multi-segment personal and mass focused customer groups and the declared quality of service support.

The growth of the coordinated interaction of these service areas is conceptually ensured by the process of development and functioning of the integrative business system of road passenger transport services (RPTS), managed by the initiator, that motivationally involves business entities of the road transport business, owing their own resource capacity, and within which the rational marketing interactions thereof are carried out in the strategic business areas of RRA, considering the mentioned seasonal-cyclical specificity and factors of the quality of service follow-up.

In accordance with the author's proposals, development and functioning of the integrative business system of RPTS can be initiated by a regional economic entity with the status of a core system integrator, using various forms of marketing integration and strategies for running the road transport business in the context of coordinated interaction of the specified service spheres in the RRA to organise its business activity.

Keywords: system, development, functioning, personal and mass focused demand, comprehensive motor transport service, quality, competitiveness, region, resort agglomeration, economic effect.

The effectiveness of the study are determined by its structural components: identification of seasonal and cyclical features of functioning of road passenger transport in the RRA as well as of a system-forming factor (initiator) influencing the increase in the competitiveness of the RRA service infrastructure due to development and effective functioning of the integrative business system of RPTS; construction of a structural diagram of business process management of the integrative road transport business of the initiator in the RRA marketing and communication environment; development of a categorically controlled service capacity; modelling of the coordinated interaction system of the «resort and tourist» and «road passenger transport» service areas within the RRA; a proposed economic and mathematical indicator of «integral economic effect» is composed by the sum of operational effects from the functioning of the RPTS integrated business system in the RRA.

The analysis carried out in the article gives ground for a conclusion that one of the effective ways to solve the problem of providing growing competitive and comprehensive development to the service infrastructure of regional resort agglomerations is introduction of the concept proposed by the author, which has an important socio-economic significance, since it makes a significant contribution to development of the behavioural economy of the region, ensures an increase in the efficiency of the passenger transportation management system and road transport services' quality management under the seasonal-cyclical conditions of the RRA.

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INTRODUCTION

Competitive development of the resort and tourism sector in the Russian Federation is ensured by programs and strategies for socio-economic development and is a source of growth in investment attractiveness, income, taxable base for regional economies, as well as represents an integrative factor in development of marketing interactions between segmented economic entities in the passenger transport business [1]. One of the key segments of the regional business in the resort and tourism sector is the road transport segment, namely road passenger transport services (RPTS) with associated infrastructure and service support [2].

The system development of the RPTS is a strategic instrument that has a significant impact on the perfect functioning of recreation and tourism industry, is a guarantor of transport accessibility of the territorial space of the entire resort region, especially if road transport is the only mode of transporting passengers to the place of rest, treatment, entertainment and tourism, determines the growth of mobility of the local population, vacationers and tourists in relation to customer attraction objects due to the seasonal conjugation of markets and service infrastructure of the transport and resort and tourism business areas, and also ensures the dynamics, diversification and efficiency of socio-economic development of a region and an increase in the quality of life of its residents [3].

Seasonality and cyclicity (winter-summer) of regional resort agglomerations (RRA) are characterised by regular (systematic) changes in volumes (decrease in winter and increase in summer) of customers' personal and mass focused demand, which, in turn, ensures changes and determines adaptation of the marketing behaviour of the entities which are transportation operators in the context of the rational use of their resources and technical capacity in conformity with declared quality of RPTS in strategic business zones in RRA [4].

The impulse-seasonal nature of seasonal-targeted personal-mass customer demand, together with the agglomeration type of development of regional resort-tourist territories, caused by the growing popularity of the recreation and tourism sector, determines the system-forming approach to design and management of the road transport business by transportation business entities in the conditions of coordinated interaction of the «resort-tourist» and «road passenger transport» areas in the RRA to achieve a competitive trajectory of development of the service infrastructure of the RRA and to ensure the

declared quality of services, thus underlining the relevance of the problem [5–10].

REVIEW OF LITERATURE SOURCES

There are various scientific and practical points of view on the solution of the problem of increasing the competitiveness of the service infrastructure of the RRA, which lie, in most cases, in the plane of improving the management of passenger transportation, but without due consideration of the specifics of the agglomeration factor of the development of regional resort areas, the seasonal-cyclic (impulse) influence of customer activity of the population on the structure of road passenger transport services as well as on related services. The influence of tourism on the process of coordinated improvement of organisation of passenger transportation by various modes of transport under the seasonal-cyclic conditions of multi-segment customer activity in the RRA is considered to an insignificant extent. The issue of managing marketing communications between transportation business entities isn't either completely described, namely regarding the conditions of interaction of the «resort-tourist» and «passenger motor transport» service areas in the RRA.

The above is confirmed by the categorical reflection in the research works:

- The works [1–26] are dedicated to organisation, functioning and development of road passenger transport, as well as of the markets for passenger transport services with the accompanying service infrastructure, in particular, in the context of forecasting customer demand at the regional and city level.

- The works [27–33] refer to providing quality and improving the efficiency of RPTS at the regional and city level.

- The works [34–42] focus mainly on the influence of integration processes (in the tourism sector and in the field of passenger transportation) on improving the efficiency of strategic management, business communications, and operations.

In this regard, the application of the author's concept seems relevant and requires scientific and theoretical rationale.

RESULTS AND DISCUSSION

According to the results of the study of regional resort agglomerations (Sochi, Anapa, Gelendzhik, Novorossiysk, Tuapse resort agglomerations) of Krasnodar region, it was revealed that they change the functional status of road passenger transport to strategic one due

to the change in seasonal-cyclic conditions (winter-summer), which have an impulse effect on the growth of volumes of multi-segment customers' personal and mass focused demand (the summer period exceeding up to 3 or more times the winter period) for transportation in the RRA [11–13].

If we assess the significance of passenger transportation from the position of the functional status only, then its roles refer to connectivity and accessibility [14–21]. The connecting role is ensured by the transport accessibility of the RRA territory for the local population, and the role for accessibility affects the dynamics and structure of transport mobility, also for the local population. Moreover, the roles it plays for connectivity and accessibility are significant for the passenger transportation system only outside the tourist holiday period, since in most cases transportation is focused on job, rest, entertainment and similar destinations for residents.

It is important to emphasise that in winter sustainability of the passenger transportation system is not practically influenced by the flow of vacationers and tourists, since those who arrive at the resort most often use their personal vehicles for travel, and the remaining flow does not exceed 15–25 % of the total volume of passenger transportation in the settlements of the RRA (except for Sochi agglomeration, in which the resort season is year-round, and the growth in passenger transportation volumes can reach from 70 % to 100 %).

If we assess the significance of road passenger transportation from the position of strategic status, we should talk about the tourist holiday period, which can last up to 6 months (from May to October), and when not only the residents are transported, but also those who have arrived at the resort with various purposes [22–26]. This state of the issue affects not only the passenger transportation system, but also recreation, treatment, entertainment and tourism industries, and, as a result, the sustainable functioning of the entire socio-economic system of the RRA. In this connection, the connectivity and accessibility roles of road passenger transport are complemented by marketing and communication, financial-economic and investment-image roles, forming a categorical functionality of that role, while some substantive components are added to the roles referring to connectivity and accessibility [27]:

- The connecting role influences not only the transport accessibility of the RRA territory, but

also accessibility of distinct types of transport services for all segments of the permanent residents, vacationers and tourists through the territorial-spatial coupling of strategic transportation zones with their infrastructure facilities and service provision.

- The accessibility role influences transport mobility of all personal and mass focused customers' categories and considers also flexibility of interaction of various transportation technologies (i.e., has an impact on the choice of places of rest, treatment, entertainment and tourism for both local and visiting populations).

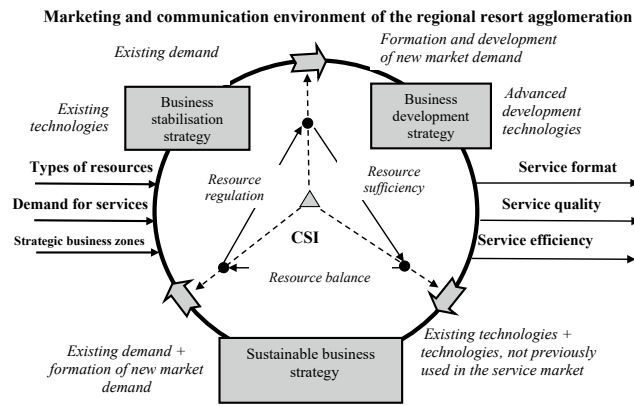
- The marketing and communications role influences the dynamics and structure of the behavioural economy (marketing communications regarding road transport; passenger transportation volumes by transportation entities of different status operating in the strategic business zones of the RRA).

- The financial and economic role influences affordability and attractiveness of road passenger transport services and related transportation services, as well as the revenues of core sectors of the economy of the region and satellite cities; acts as a backup resource of transportation capacity and a reliable resource and service (technological) element of the entire regional passenger transport system, ensuring its sustainable functioning under the conditions of summer intraregional, interregional and global customer loads; determines the directions and rate of economic and competitive development of the resort region due to the financial security of development of the entire service and infrastructure potential of the resort and tourism sphere; allows for a systematic increase in the integral economic effect for the recreation and tourism industry due to ensuring the declared service quality.

- The investment and image role influences the dynamics and diversification of the socio-economic development of the resort region and satellite towns; contributes to increase in investment attractiveness of the RRA including of its resource and service potential and infrastructure through participation in building of flexible, technologically coordinated chains with a high-quality integrated services (including those meeting integrated personal and mass focused demand).

The above allows us to conceptually state that road passenger transport, operating in the RRA, acquires strategic features, which require





Pic. 1. Structural diagram of business process management of CSI in the marketing and communications environment of the RRA [developed by the author].

development of additional organisational and managerial actions and strategies for conducting transport business to increase the competitiveness of the service infrastructure under the seasonal and cyclical conditions of customer activity in the RRA [28–34].

In this regard, it is proposed to create a «core» system integrator (CSI), i.e., a regional economic business entity that allows for effective management of development and functioning of the communication and strategic business system of the RPTS, as well as of the rational implementation of operational business processes based on various marketing strategies for conducting the road transport business in the RRA. The structural diagram of management of the CSI business processes in the marketing and communication environment of the RRA is shown in Pic. 1. The input includes a set of service resources of integrative economic entities within the strategic partnership, segmented customer demand; identifies strategic business zones (SBZ). The output creates and implements a competitive format of services of the road passenger transport services' business system assesses the effectiveness and quality of the services provided.

CSI is a managing agent coordinating the entire business system of the RPTS considering implementation of effective marketing strategies for conducting road transport and related businesses, guided by a resource and service base rationally formed to meet the volumes of customer demand through activation of integration processes, and by the required quality of road passenger transport services in the RRA [35–38].

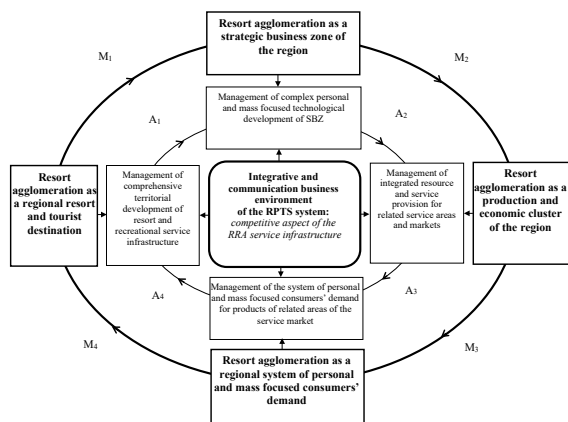
In this case, the target of the CSI is the constant (systematic) improvement of business

processes in terms of efficiency, quality, and performance. In essence, the CSI business processes are proposed to be classified into basic ones and process referring to infrastructure facilities (entities), development, and management.

Basic business processes provide the CSI with the bulk of its profits through the sale of passenger and related road transport services (on a regular and chartered basis with personal, selective, and (or) collective servicing). Business processes referring to infrastructure facilities support the infrastructure and business communications of the CSI. Development business processes provide for strengthening of competitive positions of the CSI in the market of resort and tourist services in the medium and long term. Business processes of management regard implementation of all functions of management (planning, forecasting, organisation, diagnostics, regulation, coordination, control, evaluation, analysis and accounting) of the CSI and are its cost centres.

The classification of business processes proposed by the author allows to optimise production and economic activities of the CSI with regard to the series of factors: structure and interrelation of business processes, costs of business processes, centres of responsibility for efficiency of business processes, structure of profit from business processes, etc.

In addition to defining target settings for participants of strategic partnership, by means of activation and regulation of integration processes the CSI provides [39; 40]: a) resource and technological balance in the related markets of resort and tourist and road transport services in the RRA; b) increasing efficiency of use of resource potentials of system business entities in



Pic. 2. Model of manageable service capacity of coordinated interaction of «resort-tourism» and «road passenger transport» service areas in RRA: M_1, M_2, M_3, M_4 and A_1, A_2, A_3, A_4 – respectively manageable main (M) and additional (A) competitive factors of coordinated interaction of «resort-tourism» and «road passenger transport» service areas [developed by the author].

strategic business zones in the RRA; c) comprehensive improvement of quality of service in the RRA; d) obtaining and rationally distributing the integral economic effect between system business entities; d) modelling marketing strategies for managing business processes under changing conditions of personal and mass focused customer activity in the RRA.

The timely achievement of the target setting of the CSI, i.e. increasing the competitive and comprehensive development of the service infrastructure of the RRA, considering the seasonal and cyclical specifics of the volumes of customer activity of multi-segment personal and mass focused customers' groups and the declared quality of service support, is proposed to be ensured through the effective use of the service capacity of the coordinated interaction of the «resort-tourism» and «road passenger transport» service areas with manageable main and additional competitive factors (Pic. 2) [41; 42].

If the main competitive factors form only the natural potential of attractiveness of the RRA, with narrow entrepreneurial activity towards development, then additional competitive factors, together with the main ones, on the example of the considered sphere of road passenger transport services form a complex competitive advantage due to diversification and efficiency of system-forming business processes of the service capacity of the coordinated interaction of the «resort-tourist» and «passenger motor transport» service areas in the RRA (Table 1). Such a state of the issue contributes not only to an increase in the rate of socio-economic development and investment attractiveness of the entire resort region, but also entails an

increase in the flow of vacationers and tourists already thanks to its tourist resort image with a regular increase in the corresponding integral economic effect.

In general, it is proposed to assess the effectiveness of the developed and functioning communication and strategic business system of the RPTS in the RRA using the economic and mathematical indicator, i.e., the «integral economic effect», which is presented by the following author's formula:

$$IE_{RZT} = \sum_{i=1}^n IE_{Ri} \cdot S_{Ri} + \sum_{j=1}^m IE_{Zj} \cdot S_{Zj} + \sum_{k=1}^r IE_{Tk} \cdot S_{Tk},$$

where IE_{Ri} , IE_{Zj} , IE_{Tk} are respectively, operative effects from transportation by road passenger transport of the *i-th*, *j-th*, *k-th* personal and (or) mass destination (on a regular (R) or chartered (Z) basis, as well as by passenger taxis (T)) for different segments of the customers' groups in the RRA;

S_{Ri} , S_{Zj} , S_{Tk} are accordingly, the number of seasonal times series (cycles) of passenger transportation on regular or chartered basis and by passenger taxis in the RRA.

The integral economic effect (IE_{RZT}) combines all operative effects obtained from implementation of the integrative resource and service potential of the interacting participants of the strategic partnership in the RRA for certain seasonal-temporal cycles of road passenger transportation, which allows us to draw conclusions (based on the calculation results) about the seasonal target-related surge (or decline) in personal and mass focused customers' demand and to take appropriate organisational actions that affect the systematic increase in the integrated economic effect.



Table 1

**Service capacity of coordinated interaction of the «resort-tourist»
and «road passenger transport» service areas in the RRA with manageable competitive
factors [developed by the author]**

Regional resort agglomeration (RRA)		Competitive factors and results from coordinated interaction of the «resort-tourism» and «road passenger transport» service areas in the RRA	
Category / Capacity of destination	Functionality of the destination	Main competitive factors (M)	Additional competitive factors (A)
Resort and recreational destination <i>Resort and recreational potential</i>	Development of a single territorial space for the development of resort and recreational service infrastructure	<i>Management of integrated spatial and territorial development of resort and recreational service infrastructure</i>	
		M₁ : existing geographic location, climate, seasonal cycles, landscape, territorial potential for the development of resort and recreational service infrastructure, image and investment attractiveness of the RRA territory	A₁ : spatial and territorial development of the passenger transport system infrastructure with related services in combination with related areas of resort and tourism businesses in the RRA
		Result : integrated spatial and territorial development of the entire resort and recreational service infrastructure of the RRA	
Strategic business zone <i>Market and technological potential</i>	Development of a single territorial-communicative space for related service areas and markets	<i>Management of integrated personal-mass focused technological development of the SBZ</i>	
		M₂ : favourable economic conditions for combined development of various service areas and markets in the territorial-communication space of the RRA	A₂ : coordinated personal and mass focused technological accessibility in the SBZ of the RRA in conformity with the declared efficiency and quality of passenger transport services and related services
		Result : comprehensive improvement of the efficiency and quality of personal and mass focused technological accessibility in the SBZ of RRA	
Production and economic cluster <i>Integrative resource potential</i>	Development of a single marketing and communication business environment for economic systems of related service areas and markets	<i>Management of integrated resource and service provision of related service areas and markets</i>	
		M₃ : favourable administrative and legal climate and computer information and communication capacities (systems) for managing the integration of economic systems of related service sectors together with their resource capacity for the purpose of diversifying and increasing the efficiency of services (production)	A₃ : unification and standardisation of production and technological (and labour) resources of economic systems of related service sectors for development of a comprehensive resource and service capacity of the RPTS system in conformity with the declared efficiency and quality of road transport services in the SBZ of RRA
		Result : comprehensive distribution of integrative resource provision of participants in the strategic partnership in the SBZ of RRA, which is rational and standardised in conformity with the declared efficiency and quality of transport services	
System of Personal and mass focused Customers' demand <i>Demand-focused customer potential</i>	Development of a single database on the volume of potential customers of services in related service areas and markets	<i>Management of the system of personal and mass focused customer demand for products of related service areas and markets</i>	
		M₄ : seasonal cycles, national and cultural characteristics and potential personal and mass focused volumes of customers in related business areas in the resort and tourism sector of the regional economy	A₄ : identification of segment composition and potential volumes of personal and mass focused customer demand for transport and technological products of the RPTS system for related markets of passenger transport services in the RRA
		Result : comprehensive and system satisfaction of the requirements of personal and mass focused customer demand for high-quality service provision in the SBZ of RRA	

CONCLUSION

In modern market conditions, the tourism factor defines a new area of priorities and scientific approaches to solving the problem of increasing the competitiveness and comprehensive development of regional resort agglomerations together with their corresponding service infrastructure and service areas, considering the seasonal and cyclical specifics of formation of volume customer activity within multi-segment personal and mass focused customers' groups and the declared quality of services provided. Achieving such a goal is

possible through construction of a client-focused and resource-balanced business system of RPTS in the resort region. The issue is focused on the theory of compromises in the integrative economic activity of various economic entities operating in the associated resort-tourist and road passenger transport service areas of the resort region. The implementation of the system integration process makes it possible to effectively interact in the market space, as well as to use resource and service capacity in the strategic business zones of the RRA with a possibility to obtain

a higher economic result (integral economic effect).

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From the editors: The editors, highlighting the relevance of the topic stated by the author, suppose that issues of building by the initiator of the communication and strategic business system, of the mechanisms of implementation of the proposed concept, of the impact of current regulations and practices and of the need to further update or create appropriate legal and regulatory documents merit more detailed developments during following research. In this regard, the published article and the author's proposals might be a starting point to continue scientific discussion on the subject.