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Management of the risks of multimodal transport operators

The main risks that arise during the organization of multimodal transport are analyzed. The risk management process of multimodal transport operators is considered.

Modern trends in the global economy assume the construction of complex and cumbersome supply chains, where there is interaction between participants who are not only in different countries, but also in continents. The material flow of the supply chain crosses the borders of states, continents, seas and oceans. At the same time, each territory that is crossed by the material flow of the supply chain has its own distinctive features in the legal, economic, geographical area.

At the same time, all operations were subject to risk in connection with the lack of knowledge of all the features of legislation and business rules in foreign countries. All this led to the fact that the goods were lost on the way, the carriers were mistaken with the execution of documents, there were fines in connection with the failure of deliveries.

The emergence of multimodal transport was a new stage in the development of the transport system. This transport product took a course, first of all, to create convenience for the consignor and the functioning proceeding from his interests, and not the interests of other participants and intermediaries of the transportation process [1].

The official source, for the first time describing the term "multimodal transportation", is the UN Convention of 1980 "On international multimodal transport of goods" [2]. Logistical risks can be characterized as a possible amount of damage occurring during the performance of logistics operations at different levels of decomposition of the logistics system (in the process of transportation, cargo processing, inventory management, etc.). Logistical risks are formed on the basis of the basic logistics functions being performed, such as supply (purchases), production and distribution (marketing); sectoral affiliation, development strategies, scale of activities and other factors.

Investigating the risks in multimodal transport, It should be immediately noted that the organization of transportation from the point of view of the seller and the buyer of the transported cargo. Logistical risks can be characterized as a possible amount of damage occurring during the performance of logistics operations at different levels of decomposition of the logistics system (in the process of transportation, cargo processing, inventory management, etc.). Logistical risks are

formed on the basis of the basic logistics functions being performed, such as supply (purchases), production and distribution (marketing); sectoral affiliation, development strategies, scale of activities and other factors [3].

Terms of delivery of the goods to the consumer are agreed during the signing of the contract of sale, where, among other things, aspects of the transfer of liability and risks from the seller to the buyer are discussed. Incorrect choice of the terms of delivery at this stage may entail heavy losses associated with the loss of goods, as well as with the emergence of various transport costs during transportation. Transshipment of goods between different modes of transport and simultaneous transfer of responsibility between counterparties during multimodal transportation dictate the need for a clear definition of risk transfer points. The international rules of Incoterms quite clearly define the transition points of the subjects of the transaction, and, therefore, distribute both the possible risks and costs between the buyer and the seller, depending on the basic terms of delivery. Nevertheless, taking into account the features of multimodal transportation, sometimes this issue is discussed separately. At the same time, the legislative norms of countries with regard to this type of transportation under the contract of purchase are necessarily taken into account. The points of risk usually coincide with the place of cargo transshipment between different modes of transport.

In the case of long-distance cargo transportation, sea traffic is usually used, and the terms FOB (from land to sea) and CIF (from sea to land) are used. However, nowadays it is rare to find transportation only by sea, usually more complex schemes of delivery of the goods to the buyer using several modes of transport are used. This is facilitated, first of all, by the development of multimodal transport, and the improvement of technologies for the transport of goods, which simplify the transshipment of cargo, also plays an important role. This, in turn, dictates the main trends in the development of supply terms, namely the universality of their application, including in relation to the transfer of risks.

If we address the factors that impede the development of multimodal transport, then today a rather serious problem is customs formalities, which lead to the risk of additional costs due to transport idleness and cargo delays.

Secondly, the backward transport infrastructure, first of all, in the field of highways; insufficient number of cargo terminals and their low technological level do not allow to improve the transport process at a rapid pace. Thirdly, a weak level of development of communication networks and communication networks leads to inconsistencies in the actions of the participants in the transport and logistics network.

Finally, a high degree of physical and moral deterioration of the rolling stock is a serious cause of breakage of vehicles in transit, leading to supply disruptions. In addition, recently there are more and more organizations operating in the same region, however, relatively few companies are engaged in transportation, both throughout the country and abroad.

Thus, all of the above problems are risk factors that arise in multimodal transport, which require the development of methods and ways to minimize them.

With regard to multimodal transport, the risk can be defined as the negative influence of the external or internal environment on the process of cargo

transportation, which can lead to damage to the cargo, its loss, breakage of transport or other events that may not allow the operator to fulfill the terms of the multimodal transport agreement and may entail financial losses.

To date, the literature has not yet developed a classification that would be universally recognized and fully take into account all possible risks in multimodal transport.

It should be noted that the quality of management decisions taken to minimize the risk in the organization of multimodal transportations depends to some extent on the risk classification used in this process. The grouping of risks by these or those criteria allows to systematize potential threats that may arise during transportation. The unreasonable choice of a vehicle and its forwarders, the selection of its carrying capacity, route, strategy of maintenance and repair of rolling stock - all this can lead to losses and lead to increased costs.

As a result, such a gradation of risks arising at the stages of the transportation process, allows us to understand at what points the operator should pay attention in the planning of transportation. Note, however, that some of the risks are external and do not directly depend on the decisions of the logistics management, for example, the road accident, the culprit of which is not the carrier himself but another person. Nevertheless, no matter at what stage of the transportation risks arise or what is their source, the main thing for the multimodal transport operator is the need to minimize the possible damage that they can cause. This can be achieved thanks to the well-coordinated work of the participants in the transport process, quantitative methods of assessment analysis and forecasting, competent management decisions that level risks in multimodal transport.

In addition, one of the options for leveling the risk can serve as an appeal to insurance companies for cargo insurance.

Conclusions: Thus, the risks arising in the course of transportation depend on how much the carrier thought out, professionally designed and organized the transportation. At each stage of the transport process planning, the multimodal transport operator has the ability to manage the very specific and specific format of the transportation process by risks.

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