



# THE INTERNATIONAL UNIVERSITY OF LOGISTICS AND TRANSPORT IN WROCLAW

---

THE COUNCIL OF MANAGEMENT AND QUALITY STUDIES

## **Innovative management of a transport company**

Dissertation

**Author:**

mgr Grzegorz Wiśniewski

**Scientific director:**

prof. dr hab. inż. Marian Kopczewski

**Sub-promoter:**

dr Małgorzata Wilczyńska

**WROCLAW**

---

**february 2024**

## Summary

Epistemological issues related to the conducted own pilot research in the field of management and quality, with particular emphasis on the scope of the impact of threats occurring in the transport industry on the safety of the transport company and the strategies it implements, influenced the direction of the observations. Taking into account the implementation of the results carried out by analyzing literature sources, a correlation was noticed between education, training, awareness, creativity and, above all, innovation and management effectiveness, including its quality. Therefore, it is worth pointing out: timely and accurate risk diagnosis, proper identification of threats, providing room for development and protecting employers against the breakdown of the supply chain and interruption of the continuity of orders.

Managing contemporary organizations is associated with the challenges of the future and ongoing globalization processes. Enterprises have a chance not only to survive, but also to develop on the common European and global market, provided that they are provided with an appropriate, high-quality management system. To achieve success in a variable and complex environment, modern organizations should be highly efficient. Management efficiency is a feature of the management process that is intended to ensure economic and social benefits or minimize losses for the organization and its environment. For an organization's management system to be assessed as efficient, it requires an effective manager.

The presented problem situation influenced the development of the main goal of this dissertation. The aim is to define innovative models of transport organization management, as a result of which managers reduce the level of threats while increasing the safety of their own organization, on the example of companies dealing in international road transport of goods. The research area was limited to registered enterprises with their headquarters in Lower Silesia, including entities engaged in commercial transport of goods internationally (in Europe).

The planned and designed level of scientific inquiry and its scope, as well as the expected result of research work led to the formulation of the main research problem relating to the identification of decisions that can be described as appropriate and innovative in the process of building safety by a transport company in the Transport-Forwarding-Logistics industry. (TSL). The detailed problems formulated in the dissertation were intended to outline

appropriate trajectories for undertaking analyses, making research more effective by narrowing and specifying optimal directions of work. They concerned variables that play a key role in ensuring the safety of a business organization carrying out international road transport of goods, taking into account the specificity of operation and the environment of the transport system, as well as management and the characteristics and work ethics, including the quality of managers. The research process also focused on expanding knowledge regarding the quality of management of the transport organization, striving for long-term, innovative development, while maintaining safe cooperation in the transport system. The result of which was to be a pattern of managing threats and safety of a transport organization - based on a sequence of appropriate actions and optimal - innovative managerial decisions allowing for gaining a competitive advantage in the transport industry.

Attention should be paid to the role of humans in management, supervising processes, and performing not only complicated and complex activities, but also basic tasks. This makes high-quality human capital invaluable and humans irreplaceable, despite the development of artificial intelligence. However, it is human error that determines further results of the costs incurred or benefits obtained. Transport needs are implied by reason of state by combining or meeting the requirements of other sectors of the economy, as well as influencing the size of the country's Gross Domestic Product (GDP). The essence of this industry is confirmed by the growing demand for land transport services.

By using all material and intangible resources and the human factor - directly drivers and forwarders - it is possible to organize work in such a way as to ensure the safety of the organization based on process modeling on strengthening the effectiveness of repelling threats, increasing the ability to minimize and optimize the costs of undesirable events, as well as scaling and increasing the quantity and, above all, the effectiveness and quality of implemented innovations. Thus, the increased level of safety of the transport organization may take on many dimensions, affecting the business efficiency and increasing the competitiveness of the entity - the transport company.

The completed research led to the recommendation of potential directions of action and recommendations for changes in order to create appropriate implementations, the main goal of which is to marginalize threats, escalate barriers to potential risks, as well as build the security of the transport organization, creating an opportunity to protect the interests of the company, with and the widest room for improvement in terms of increasing the quality of

protection of property and transported property, through achieving efficiency, ending with increasing the competitiveness of transport organizations.

For the above purpose, the following initiatives were established, which in their original structure include a conceptual phase, prepared for implementation in the business field, combining cooperation with entities operating in the TSL industry, satisfying the needs and problems of contractors with optimal preventive paths, crisis response, based on previously generated information databases about historical events, in order to outline valuable recommendations. This allowed us to generate our own Prevention Model. The initiative aims to build security in a sequential manner, starting with:

- a) from building awareness (historical data about negative events in transport),
- b) by reducing the level of risk (working on individualized data of a specific transport company),
- c) to cost reduction (scenarios for responding to undesirable events).

The above elements are closely interconnected, creating the foundation for the competitive advantage of transport companies by reducing the level of threats and at the same time increasing the safety of their business.

Quality may influence unconventional, effective company solutions. Generating innovations is consistent with the lack of templates in the transport organization's undertakings. The end of competition on lower costs forces quality in other areas of main services or additional, alternative services enabling a kind of diversification. Action optimization plans, ensuring protection against diagnosed threats that appear periodically and without notice - may provide a chance to maintain business continuity in a crisis and achieve higher results in business continuity in the industry covering the Transport-Forwarding-Logistics constellation. Quality affects competitiveness, innovation can build efficiency, and knowledge and plans shape awareness and increase the level of real security of cooperation with partners in the closer environment.

This dissertation serves as a presentation of diverse views on the concepts of management, innovation and, above all, transport and organizational security, including the interpretation of risk phenomena and threats, in order to raise potential solutions and recommendations regarding the issues covered in detail, located in the proposed research area, and also outlined time frames.

As a result of the conducted research, all working hypotheses from the adopted scopes were positively verified by including them in the methodological assumptions of the doctoral

dissertation. The working hypotheses concerned human decisions in the process of managing a transport organization; implementing modern models of transport organization management in a conscious and structured way; innovative forms of management that increase the organization's security; a pattern of optimal and innovative decisions of managerial staff in the field of safety management of a transport enterprise, increasing the efficiency and quality of processes, based on an algorithm and sequence of appropriate decisions, which in principle are intended to ensure the current and future safety of the transport organization through optimal, innovative management.

In the process of completing the doctoral dissertation, by analyzing available scientific materials in the field of safety, transport, management and innovation, using a survey and an expert interview, the nature, validity and coherence of the chosen topic of the work: "Innovative management of a transport company" were confirmed.

The identified regularities, within the scope of issues discussed, as well as the areas of functioning of the transport business, will provide the opportunity to systematically and effectively eliminate threats and barriers, while increasing the competitiveness of Polish road transport, based on the cardinal values of: human life and health, the use of renewable energy. energy sources, as well as reducing the carbon footprint and respecting nature through tools of symbiosis between business and ecology - the target effect may be multi-faceted and interdisciplinary synergy, on the line: business-science-organizational activities. The new theory resulting from research on the practice of transport entities may be a source of positive changes, optimizing costs and encouraging the promotion of innovation in order to achieve common and stable development and strengthening units, translating into the growth of the entire TSL industry in Poland, and constitute effective competition in the international arena.