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**EFFECTIVENESS OF BUSINESS PARTNERSHIPS OF MOTOR
TRANSPORT COMPANIES IN UKRAINE'S CROSS-BORDER TRANSIT:
AN ANALYSIS OF PRE- AND POST-WAR ASPECTS**

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**ЕФЕКТИВНІСТЬ ДІЛОВОГО ПАРТНЕРСТВА
АВТОТРАНСПОРТНИХ ПІДПРИЄМСТВ У ТРАНЗИТНИХ
ПЕРЕВЕЗЕННЯХ ЧЕРЕЗ ДЕРЖАВНИЙ КОРДОН УКРАЇНИ: АНАЛІЗ
ДОВОЄННИХ І ПОВОЄННИХ АСПЕКТІВ**

The need to improve the economic efficiency of business partnerships in the management of motor vehicle companies is due to the fact that business linkages not only perform the function of a key tool for the functioning of enterprises in the business environment, but also act as a unique intangible asset. This asset is able to significantly affect the creation of the company's internal income, as well as contribute to the growth of its market value. Effective management of business partnerships in the field of motor vehicles requires a systematic approach to the collection and processing of information about partners, as well as the application of an effective methodology for its analysis. This forms the basis for making management decisions, in particular in the process of developing optimal marketing strategies for motor transport enterprises. The article focuses on the need to conduct a comprehensive analysis of business partnerships in motor vehicle companies, taking into account modern requirements for the development of the business environment. In particular, this analysis is based on the study of transit transportation across the state border of Ukraine. As part of the study, the

concept of "transit" was clarified and the main elements of the structure of transit services by categories of vehicles, such as buses, trucks and passenger cars, were defined. The analysis of structural changes made it possible to single out the main factors affecting the volume of transit transportation and the level of economic efficiency of the business partnership of motor transport enterprises. The results of the study made it possible to systematize the key tasks and main stages of business partnership analysis. Based on the obtained data, a methodical model was developed for evaluating the effectiveness of interaction with business partners. Special emphasis in the study is placed on a system of analytical indicators that allow assessing the success of work with the company's counterparties. These indicators cover the following areas: level of development of market share and risks associated with partnership relations; dynamics and structure of counterparties; degree of development and stability of partnership relations; loyalty of business partners; general effectiveness of cooperation. On the basis of empirical and theoretical research, practical recommendations were developed to increase the economic efficiency of business partnership in the conditions of the post-war period. Business partnership is seen as a system of comprehensive relations between economic operators, based on the principles of voluntary and contractual arrangements. This approach involves the coordination or distribution of resources, responsibilities and risks in order to strengthen the competitive position of enterprises on the market and achieve sustainable economic results of the activities of motor transport companies. The analysis of transit operations across the state border of Ukraine was used as an example to substantiate scientific conclusions.

Необхідність вдосконалення економічної ефективності ділового партнерства в управлінні автотранспортними компаніями обумовлена тим, що ділові зв'язки виконують не лише функцію ключового інструменту функціонування підприємств у бізнес-середовищі, але й виступають унікальним нематеріальним активом. Цей актив здатний суттєво впливати

на створення внутрішнього доходу підприємства, а також сприяти зростанню його ринкової вартості. Ефективне управління діловим партнерством у сфері автотранспорту потребує систематизованого підходу до збору та обробки інформації про партнерів, а також застосування ефективної методології її аналізу. Це формує підґрунтя для ухвалення управлінських рішень, зокрема в процесі розробки оптимальних маркетингових стратегій для автотранспортних підприємств. У статті акцентовано увагу на необхідності проведення комплексного аналізу ділового партнерства в автотранспортних компаніях із урахуванням сучасних вимог до розвитку бізнес-середовища. Зокрема, цей аналіз базується на дослідженні транзитних перевезень через державний кордон України. У рамках дослідження уточнено поняття "транзит" та визначено основні елементи структури транзитних послуг за категоріями транспортних засобів, таких як автобуси, вантажний автотранспорт і легкові автомобілі. Аналіз структурних змін дозволив виокремити основні чинники, що впливають на обсяги транзитних перевезень і рівень економічної ефективності ділового партнерства автотранспортних підприємств. Результати дослідження дали змогу систематизувати ключові завдання та основні етапи аналізу ділового партнерства. На основі отриманих даних було розроблено методичну модель для оцінювання ефективності взаємодії з бізнес-партнерами. Особливий акцент у дослідженні зроблено на системі аналітичних показників, які дозволяють оцінювати успішність роботи з контрагентами підприємства. Ці показники охоплюють такі напрями: рівень освоєння ринкової частки та ризики, пов'язані із партнерськими відносинами; динаміку та структуру контрагентів; ступінь розвитку і стійкості партнерських взаємовідносин; лояльність ділових партнерів; загальну ефективність співпраці. На підставі проведених емпіричних і теоретичних досліджень розроблено практичні рекомендації щодо підвищення економічної ефективності ділового партнерства в умовах післявоєнного періоду. Ділове партнерство розглядається як система

комплексних відносин між суб'єктами господарювання, що базується на принципах добровільності та договірних домовленостей. Такий підхід передбачає координацію або розподіл ресурсів, відповідальності й ризиків задля посилення конкурентних позицій підприємств на ринку та досягнення стійких економічних результатів діяльності автотранспортних компаній. У якості прикладу для обґрунтування наукових висновків використано аналіз транзитних операцій через державний кордон України.

Keywords: *analysis, economic analysis, motor transport companies, cost-effectiveness, business partnership, influencing factors, transit.*

Ключові слова: *аналіз, економічний аналіз, автотранспортні компанії, економічна ефективність, ділове партнерство, фактори впливу, транзит.*

Problem statement in general, and its relationship with important scientific or practical tasks. Today important strategic task in the development of the motor transport enterprise there is provision high level of economic efficiency, what performs key basis its competitiveness in the modern market. On achieving this the result significantly affect internal and external factors which are defined the specifics of the enterprise's activity and features the industry in which it is functions. One of the factors direct influence on profitability companies are business partnership. In extremely difficult ones there are many enterprises under the conditions of war concentrate efforts on reducing costs, often ignoring possible consequences in views weakening relationship with partners and service customers. With review on this is necessary implement a systematic and comprehensive approach, directed simultaneously for cost optimization and strengthening business efficiency cooperation that will help motor transport companies minimize similar risks and adapt to difficult economic conditions during the provision of services and transit across the state border of Ukraine. Instability and high level risks in they create a national economy new challenges for analytical support of business partnership management sub'business entities that emphasize importance and relevance this problem.

Analysis of the latest research and publications in which the solution of this problem was initiated and on which the author relies, selection of previously unsolved parts of the general problem to which the above is devoted article.

There are problems of economic efficiency subject active scientific interest as in domestic , so and in foreign research community. Significant scientists such as V. Andriychuk, E. Dolan, T. Hrynko, G. Kaletnik, O. Kalieva, R. McMillan, I. Markina, D. Paseka, G. Savina and N. Savenko. Special attention study of economic efficiency business partnership allocated S. Boguslavskaya, V. Hotsulyak, O. Mastikash, V. Gordopolov, K. Nazarova, V. Negodenko, M. Olishevich, I. Parasiy-Vergunenko, N. Krykhivska, N. Struk, N. Chuhrai, L. Kravchenko, Y. Kryvoruchko and others specialists. However, despite on a significant amount works dedicated to this question, remains the need for further studying determining factors efficiency business relations, in particular in functioning contexts transport companies.

Formulation of the goals of the article (setting the task). During the writing of the article, the task was to investigate the place of transits across the state border of Ukraine by types of transport in the formation of a system of factors to increase the economic efficiency of motor transport enterprises.

Statement of the main research material with full justification of the obtained scientific results. Transit – it concept, what invisible thread permeates everyday life, connecting the most remote corners planets. During its analysis, it is advisable to study the passing indicators chi transporting something through an intermediate area without stops on final points. However, the meaning transit much deeper, since exactly he is a fundamental element of the global economy and one of the indicators of the business reputation of motor transport companies. Thanks transit countries can perform peculiar "bridges" between production and consumption, receiving from this quite financial benefits [3, 5]. Spheres application transit extremely diverse. It can be the transportation of goods across continents by rail or monitoring the movement of people, revealing new models and concepts to scientists. Transit in the motor transport business plays key role in

improvement logistics but reducing costs, at the same time in politicians you can interpret as a symbol of significant democratic changes. Understanding entities transit important not only for travel or communications arrangements, but and for strategic planning. He contributes to world became increasingly more interconnected, dynamic and open to new opportunities, and transit itself acts as one of the types of business partnership in motor transport companies.

Conducting an analysis of business partnership during the war is an important stage of economic analysis of motor transport companies, which affects the formation of their final indicators (profits, income from the sale of works (services), etc. Using official statistical data and the formation of conclusions regarding the dynamics and trends of transit development, as one of the types of services of motor transport companies, we consider it necessary to structurally investigate it by types: buses, trucks, passenger vehicles). So in Table 1 the dynamics of bus transit through state border of Ukraine for the period 2019-2023.

Table 1. Transit of buses across the state border of Ukraine for the period 2019-2023 (source: Systematized by the author based on [2])

Plot state border	2019	2020	2021	2022	2023
belarusian	2220	286	34	5	–
Moldovan	1690	921	803	553	595
russian	7467	2695	3286	306	–
Romanian	349	84	180	405	466
Polish [†]	3199	1083	145	...	...
Total	14925	5069	4448	1269	1061

[†] Data on the transit of buses across the state border absent with Poland.

The analysis of the dynamics of bus transit across the state border of Ukraine shows a sharp decline in the latter. The number of buses that crossed the state border is especially decreasing in 2020 and 2022. Thus, in 2020, compared to 2019, the transit of the latter decreased by 9,856 units. (2056 units – 14925 units), and in 2022, compared to 2021, respectively, by 3179 units. (1269 units – 4448 units). In general, for the period from 2019 to 2023, the trend of bus transit across the customs border of Ukraine is characterized by an average annual decrease of 3,466 units. (method of chain absolute declines). The beginning of the war in 2022 stopped the transit of buses across the state border with Russia and Belarus.

Analysis of the transit of freight transport across the state border of Ukraine for the period 2019-2023 is given in the table. 2.

Table 2. Transit of freight transport across the state border of Ukraine for the period 2019-2023 (source: Systematized by the author based on [2])

Plot state border	2019	2020	2021	2022	2023
belarusian	42537	48016	34940	2388	–
Moldavian	10769	7491	8457	6648	6362
Polish ²	24641	5187	217	...	...
russian	127220	97164	104725	12823	–
Romanian	12960	10462	12535	12648	8960
Total	218127	168320	160874	34507	15322

² Data on transit of freight transport through there is no state border with Poland.

The results of the generalization of quantitative indicators of cargo transport transit form a conclusion that motor transport companies, providing cargo transport services outside of Ukraine, significantly reduced volumes. If in the pre-war period until 2022 the number of transit flights of goods vehicles was at the level of 182,500 units ((218,127 units + 168,320 units + 160,874 units):3), then after 2022 there was a sharp decrease in the last indicator and it is at the level 25.0 ((34507 units. + 15322):2). The decline in the transit of freight transport across the state border of Ukraine during the war period had a significant impact on the volume of foreign trade. According to the National Institute of Strategic Studies, Ukraine's foreign trade went into the big red in 2024, starting in 2022 [1].

An equally important role during the study of transport transit across the state border of Ukraine is occupied by passenger vehicles (table. 3).

Table 3. Transit of passenger transport across the state border of Ukraine for the period 2019-2023 (source: Systematized by the author based on [2])

Plot state border	2019	2020	2021	2022	2023
belarusian	34462	5893	2800	172	–
Moldovan	35473	9318	11185	13898	17592
russian	129759	44517	73086	5690	–
Romanian	38347	10249	12913	15779	21247
Polish ³	71125	17776	805	...	...
Hungarian	337	155	244	144	47
Total	309503	87908	101033	35683	38886

³ There are no data on the transit of passenger transport across the state border with Poland.

Analysis of the transit of passenger vehicles across the state border of Ukraine, unlike buses and trucks, indicates a tendency towards its growth. The peak of the growth of the latter fell on the pre-war period (2021), when before the introduction of martial law there were no restrictions on the crossing of the border by individuals. I would like to note that the transit of passenger transport in its structure allocates the greatest specific weight to its own passenger vehicles, and in second place is the passenger vehicles of transport companies (passenger cars, business class passenger cars, cars of increased comfort, etc.). Generalization of transit indicators of buses, freight transport and passenger cars made it possible analyze the structure and structural shifts of quantitative indicators (table. 4). Such a structural analysis will reveal the typicality of transit across the state border of Ukraine and develop the main ways to increase the efficiency of business partnership.

Table 4. The structure and structural shifts of the main types of transit across the state border of Ukraine for the period 2019-2023 *(source: computed based on table 1-3)*

Type of transport	For the period 2019-2021		For the period 2022-2023		Structural shifts (+/-), %
	Units	Struc- ture, %	Units	Struc- ture, %	
Buses	24442	2,3	2330	1,8	-0,4
Truck transport	547321	51,1	49829	39,3	-11,8
Light transport	498444	46,6	74569	58,8	+12,3
Total	1021330	100,0	151468	100,0	X

The analysis data testify to the structural decrease in the number of transit of buses and trucks across the state border of Ukraine in the post-war period. Starting from 2022, preference was given to light transport. Thus, it is possible to state the formation of a system of factors that caused such trends in the conclusion of agreements by transport companies.

During the analysis in similar aspects, the management of a motor vehicle enterprise should take into account the importance of risk diversification and evaluate hers expediency. Reduce risks you can, in particular, by expanding the range of motor transport services, mastering new markets or changing suppliers. Not less important there is a definition clear strategy regarding implementation

innovations and use of modern technologies, which provide companies with greater flexibility and speed of response to external changes.

During the military period action support is of particular importance employees and local community, in what kind of enterprise works, what raises the question social responsibilities to the fore. Except to go, in unstable critical conditions factor energy efficiency becomes a success business. This allows you to optimize costs and achieve such strategic goals, as increasing the profitability of international transportation and the effectiveness of partnership relations at carrying out transit across the border of Ukraine [6, 7].

The above makes it possible to generalize the main directions of increasing the economic efficiency of business partnership of motor transport enterprises. It is advisable to group the latter according to the following criteria (Fig. 1). Increasing the economic efficiency of partnership relations between motor vehicles enterprises is one of the key tasks, what needs comprehensive approach. For his implementations worth it apply diverse methods and strategic tools, especially in in the context of transit implementation operations. Basic steps in this direction they cover the optimization of logistics processes, integration of modern technologies, development transport infrastructure, staff training and improving the quality of customer service. Rational formation routes together with implementation information systems allows reduce fuel costs and reduce the duration of transportation, which in results increases general productivity and efficiency of motor vehicles enterprises [3]. Application environmental technologies contributes not only to reduce harmful emissions, but also savings energy resources that are available important factor in reducing operating costs.

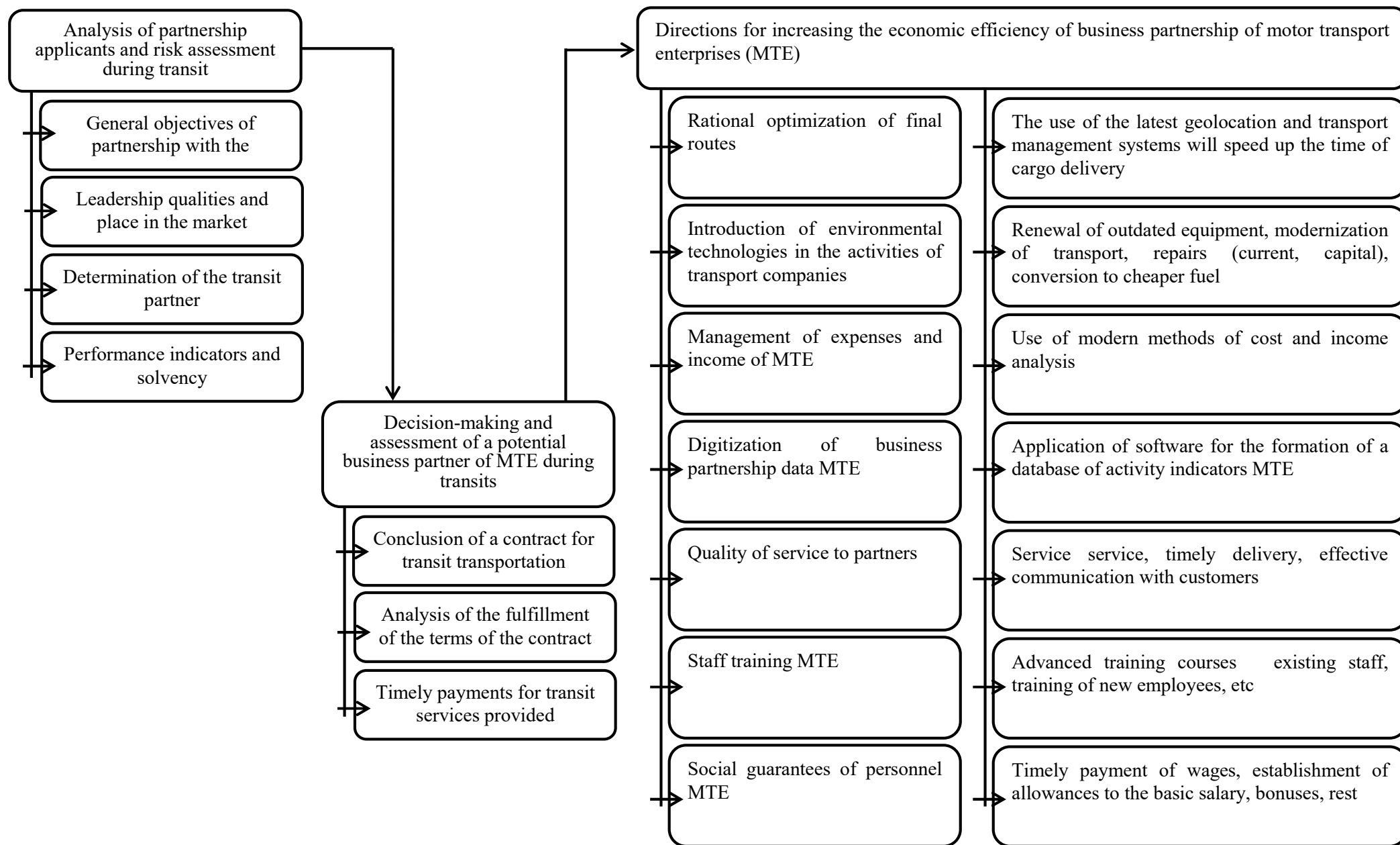


Figure 1. Economic increase model effectiveness of business partnership of motor transport enterprises based on transit across the state border of Ukraine (source: author's development based on [3, 7, 8, 9])

Effective management financial resources helps avoid extra expenses and improve the level of profitability business. Infrastructure investments create favorable conditions for more effective transportation organizations and at the same time improve experience cooperation from the side customers. Professional employee development through appropriate learning not only increases level their competences, but also it has a positive effect on safety transport processes and quality execution tasks. Special attention is paid to improving service customers, what allows hold current base customers and attract new ones. It's contributes formation positive image companies and fixing it strong positions on market. Application of all these measures in complex gives i can increase competitiveness motor transport enterprises and provide achieving a high level economic efficiency in modern conditions transport industries [4].

During the period of Ukraine's recovery after the war, the issue of the economic efficiency of business partnership comes to the fore in the organization of the activities of motor transport companies. Ground transport, namely buses, freight and passenger transport, should be one of the main types of transit transportation across the border of Ukraine. While air transportation is becoming the most expensive of the terasites, motor transport companies must develop effective models of functioning and maximizing profits. Measures to restore transits for the provision of road transport services include the restoration of transport routes and the optimization of the taxation system of road transport enterprises.

Research shows, what a catastrophic state of transport i operational infrastructure roads of Ukraine, of which about 90% need reconstruction or repair, significantly affects automotive development movement [1]. Average speed on Ukrainian highways 2-3 times lower compared with countries Western Europe, what does operation of modern cars with advanced technical and environmental characteristics economically impractical. It's not just narrows transit the potential of Ukraine, but and negatively affects on profitability of motor vehicles companies. Problems with «narrow places» in road infrastructure create difficulties in

installation effective communication with the port a sector that acquires a special importance in conditions necessities reorientations cargo flows through bypass annexed Crime . It is also about a significant lag in pace i scale of development of transport infrastructure of Ukraine on the directions of international transport corridors in compared to countries of the EU, Asia and Nearby East. These states actively building but they update your transport networks, integrating in world transport system and creating tough competition to Ukraine. Accordingly, Ukraine risks losing its position in the struggle for strategic service important transcontinental and transnational cargo flows on key directions East – West and North – South [6].

Ukraine still faces lack of strategic vision regarding competitive advantages hers transport and road complex compared to others states, and also prospects for the development of transit cargo flows in world market context conditions and global production specialization of countries. Taka situation leads to concessions on the market transit transportation in comparison with more successful foreign competitors. In in this context special value acquires necessity implementation of the Action Plan, laid down in Agreements about the association between Ukraine and the EU. Directions of cooperation with the European Union in transport areas focus on the introduction of innovative technologies, optimization of the choice of modes of transport for transportation, a also development multimodal solutions and increasing the efficiency of functioning checkpoints at the customs border. More togo, this cooperation covers all aspects of integrated transport systems and includes the following key tasks: integration international transport network with ukrainian infrastructure through the execution of priority projects; full use of cargo potential transport by phasing in the opening of markets and reducing technical barriers; improving road safety; provision compliance modern technical vehicles ecological and social standards; implementation of intelligent transport systems and information technologies for management by different modes of transport; elimination existing obstacles to cross-border movement of goods and passengers, and also simplification of regional road transport cooperation. Ensuring the

implementation of these measures can significantly increase Ukraine's competitiveness on the European market of transport services, creating a basis for its integration into global networks of transit transportation and economic development.

Conclusions from this study and prospects for further research in this direction. Building partnerships between motor transport enterprises must start from clear definition of purpose and rationale the expediency of such cooperation. Pre-search process potential partners implies conducting several key stages. First of all, it is necessary carry out analysis industry structure or market, having identified the main producers, importers and exporters of the relevant products. Next the step includes studying authority firms on the market, detection those who could become potential partners, a also evaluation theirs attitude towards collaborations with a specific enterprise. An integral part of this process is risk assessment partnership relations and analysis of the effectiveness of transit services, which provide motor vehicles companies. After completion stage of collecting information about potential partners analytics need conduct detailed assessment of prospects i effectiveness of cooperation. Such an analysis takes into account the peculiarities of the transport industry, the scale of activity, the financial condition of the partner, his territorial location, etc. Among key tasks of economic analysis interactions of motor transport enterprises with potential counterparties it should be highlighted: an objective assessment of one's own production potential and competitiveness on the domestic and foreign markets; analysis and risk restructuring collaborations; study of activities potential partners, including their opportunities, directions works and potential for integrations; multivariate analysis economic efficiency cooperation with taking into account the image partner, his financial stani, a also features transit activities evels. Separate attention deserving analysis existing business relations. Must be evaluated efficiency interactions as with partners, what provide material and technical supply, as well with product consumers – buyers, customers, service recipients or credit institutions. For each categories partners should be formed individual analysis tasks and develop

appropriate analytical indicators. As a result clearly structured stages and tasks such a study methodological is being formed base, what contributes to the development of a complex methods of business partnership analysis. This technique becomes basis for creation information analytical environments, which allows effectively manage partnership relations, optimize profitability enterprises and minimize risks in the process doing business.

Optimization of financial mechanisms within business partnerships and increasing its effectiveness in the motor vehicle sphere demands systematic implementation of risk management policy at the corporate level. Such measures contribute effective formation preventive system countermeasures financial losses, increasing the transparency of management decisions and provision long-term stability of partners relations. Key element this one strategies are integration risk analysis in general development concept partnerships, what allows develop adaptive and effective financial policy for transport industries. Implementation such an approach provides increased reliability business cooperation, reduces uncertainty level and creates strong background for economic sustainability even in difficult conditions significant external and internal challenges.

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