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Quality Assessment of Management Decisions in the System of Marketing and Public Relations of a Transport Enterprise

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Abstract

The development and adoption of management decisions is an important process that brings together in practice the main management functions of the enterprise: organization, planning, coordination, motivation and control. The quality and level of management decisions taken by the managers of any organization determine not only the effectiveness of its activities, but also the competitiveness and prospects for its development. The article is devoted to issues of assessing the quality of the results of managerial decisions in the system of marketing and public relations Moscow Metro SUE. The tools of advertising and PR events to promote the services of the State Unitary Enterprise Metropolitan are consider. The assessment of the results of managerial decisions in the system of organizing PR events of the State Unitary Enterprise Metropolitan is carry out. The problems that affect the decrease in customer satisfaction with the services of the Moscow Metro SUE are investigate. An assessment of preferences in obtaining information on clusters of Moscow Metro SUE customers was carry out.

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1. Introduction

Managers need to be professionally and responsibly involved in the development, choice of methodology and managerial decision-making, dynamically change the process of their development and adoption in the organization's business model, take into account the emergence of new methods and technologies for the

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development and adoption of managerial decisions, presented both by exact branches of science and knowledge, so and applied, widely representing qualitative methods and procedures for the development and adoption of managerial decisions in the organization (Persianov et al., 2020; Teece, 2017).

Evaluation of the quality of the results of managerial decisions in the system of marketing and public relations Moscow Metro SUE fully relies on the system of marketing impacts developed by the organization and implemented in the organization on consumers and other contact audiences. Conventionally, they can be divide into 2 areas - advertising and PR (public relations). Here is a description of the activities in these two areas and evaluate the effectiveness of their results, which directly reflects the importance of the managerial efforts spent by the team of developers of management decisions in the field of marketing and PR of the company.

2. Materials and Methods

In modern conditions of development of organizations, a well-designed, high-quality management solution is the basis of the management process and is the key to success of a business model implemented by an enterprise and its high efficiency (Bubnova et al., 2019; Safronova et al., 2018).

Such foreign and domestic scientists as Buda, M., Garcia A., Kudlac S., Kurenkov P., Lambert B., Mesko P., Persianov V., Safronova A., Teece D. et al. devoted their work to the development and adoption of management decisions in transport companies.

In the research process, the following research methods were use: system analysis, questionnaire method, comparative analysis, analysis of official statistics, cluster approach.

The study was carry out in the following stages:

- To study PR-events to promote the services of the Moscow Metro SUE;
- Evaluate the promotional activities of the Moscow Metro SUE;
- To evaluate the results of managerial decisions in the system of organizing PR events of the Moscow Metro SUE;
- Determine the average values of coverage indicators with preferred sources of information on consumer clusters;
- Determine preferences in obtaining information on clusters of clients of the Moscow Metro SUE.

The hypothesis of the study is the need to assess the quality of managerial decisions in the organization of marketing and public relations to determine the reasons for the decrease in customer satisfaction with the services of the Moscow Metro SUE.

3. Results

The main advertising tools developed by a team of marketing and public relations specialists at the Moscow Metro SUE in the marketing system of the SUE metro are:

- Outdoor advertising of various formats in cars. These types of advertising mainly use ad blocks of third-party organizations that are customers, but also quite often, there are image and information blocks of the metro state unitary enterprise.
- Outdoor advertising and banner boards at stations. In addition, these types of advertising mainly use ad blocks from third-party organizations-customers, but also, quite often, there are image and information blocks of sue metro.
- A running line in the cars. This type of advertising often includes image and information blocks of the metro state unitary enterprise.
- Audio advertising in the passages and on the escalators. Most often, advertising information from third-party customers is used, but quite often, there are also image and information blocks of the metro state unitary enterprise.
- Banner boards in metro crossings and escalator ascents. They are mainly devoted to advertising of third-party customers than the metro state unitary enterprise
- The Newspaper "Metro»

- Issue of holiday and anniversary tickets of GUP metro
- Leaflets and brochures with travel plans and advertising GUP metro
- The website of sue metro (mosmetro.ru). Advertising on the main page of the GUP metro website
- Moscow transport website (transport.mos.ru)
- TV displays and monitors located in the center of the metro stations
- Targeted and mailing lists (rarely used)
- Advertising in the press
- Advertising on television and in movies (most often in the form of hidden promotion of "product placement", when metro stations and cars are provided for filming products and services of other manufacturers, as well as movies and TV series).

PR events aimed at promoting the services of sue metro and designed to increase the prestige of sue metro, loyalty and positive attitude to the organization are:

- The mobile application "transport of Moscow". Expanding integration with other modes of transport, walking routes and geotagging of the capital, improving the usability of the app
- News blocks of the metro state unitary enterprise website and pages in social networks
- Availability of advanced feedback systems through social network services and mobile apps
- Music in the subway stations and on escalators
- Free tours in metro
- Metro Fountains project
- Participation and organization of exhibitions
- Project "Night in the metro"
- Moscow transport Day project
- Support of disabled citizens
- Various promotions using QR codes
- Stylized cars (nature, Soviet cinema, children's literature, car-picture gallery, car "people's militia", dedicated to the memory of fallen defenders in the Second World War, etc.)
- Mosmetro Instagram
- Official pages of Vkontakte and other social networks
- Promotion of the "Mobile ticket" product
- Promotion of Apple pay and Samsung Pay services
- Sponsorship (for example, the 2018 FIFA world Cup project»)
- Rings with Troika card functionality
- Construction and promotion of intercept Parking lots in order to form a positive attitude to the state unitary enterprise metro
- Construction and promotion of GUP metro transport and interception nodes
- Free consultations and hotlines the Metro
- Wi-fi in the metro
- On-line metro maps with calculation of travel time between stations
- Postal and courier services of sue metro
- Actions aimed at fighting corruption and using fake travel tickets
- Actions aimed at countering terrorist attacks.

Next, we will present an assessment of the results of management decisions in the system of marketing organization and development of relations with clients of Moscow Metro SUE. The results were evaluated separately for advertising and PR events based on an anonymous survey of a large sample of clients (450 people). The survey data were interpret and expert processed for three indicators that are significant for each type of advertising and PR impact for the company: the growth of the image of sue metro, the growth of customer loyalty, usability, which affects the growth of customer satisfaction. The analysis of data on management decisions in the field of advertising of sue metro is shown in figure 1.

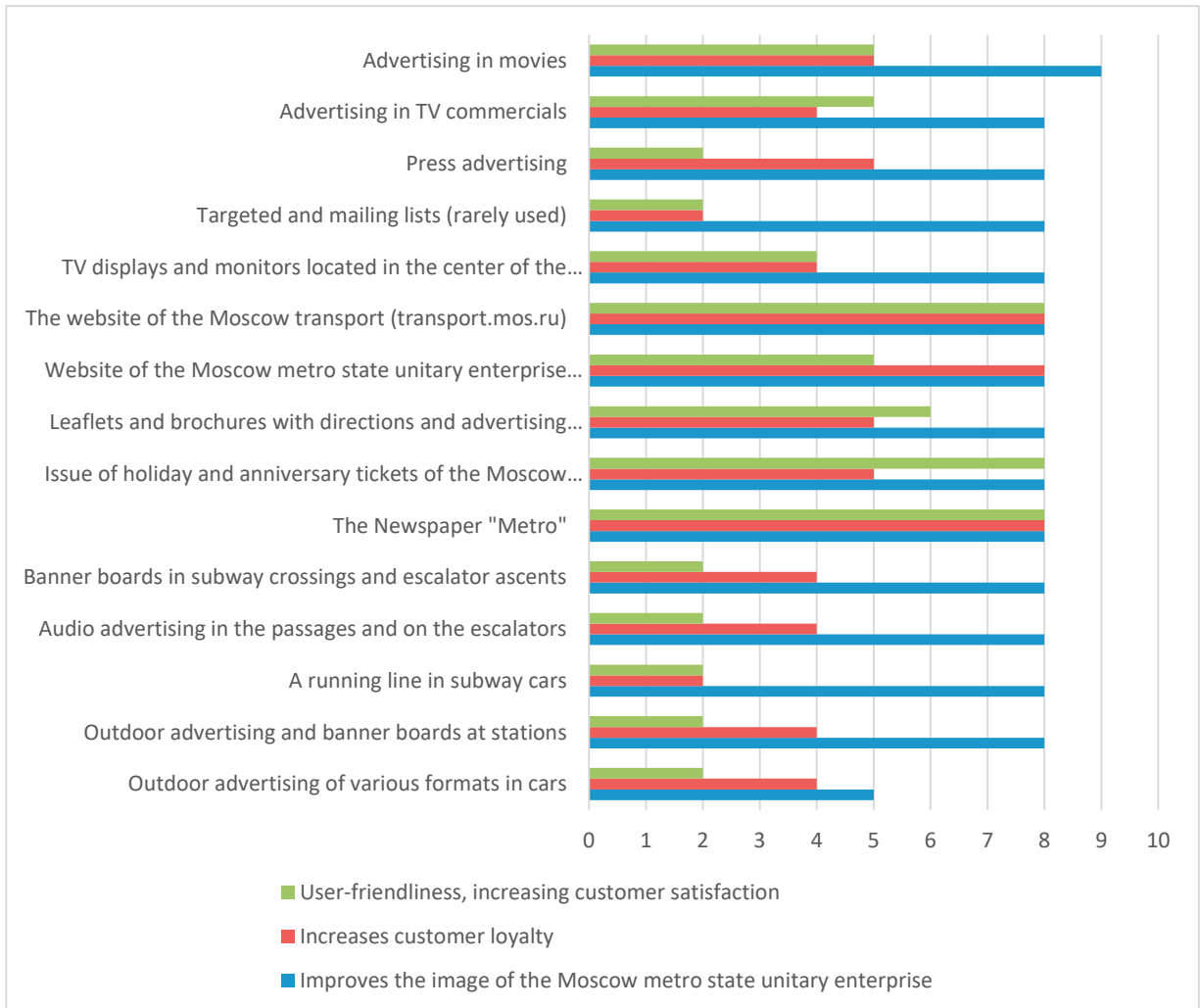


Fig. 1. Evaluation of the results of management decisions in the advertising organization system of the SUE metro state unitary enterprise.

In General, it can be note that almost all types of advertising are image-oriented, but they do not significantly affect the increase in customer loyalty and satisfaction (except for the Metro newspaper, the Metro website, and the Moscow transport website).

The analysis of data on management decisions in the field of PR impact of the Moscow Metro SUE is present in figure 2.

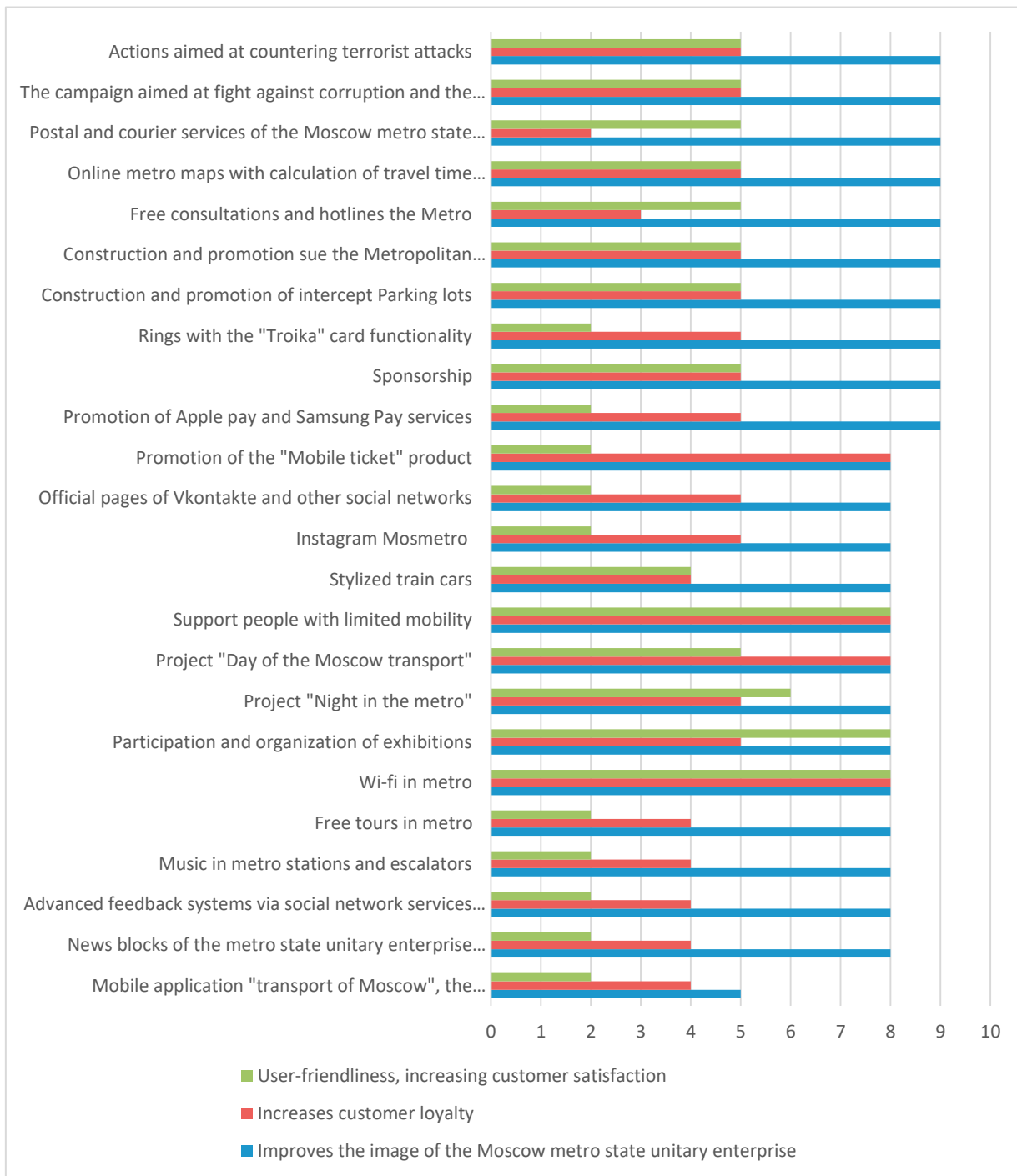


Fig. 2. Evaluation of the results of management decisions in the system of organizing PR events of the Moscow Metro SUE.

In General it can be noted on PR activities of the company that the majority of them, as in the case of advertising, enhance the image of the Moscow Metro SUE, some of them, such as: promotion of the application of "Mobile ticket", support of disabled people, the project "day of the Moscow transport Wi-fi project in the subway – significantly increased customer loyalty Moscow Metro SUE for 2016-2019 The company's PR events, such as

accompanying disabled citizens, wi-fi in the metro, participation and organization of exhibitions, were noted for their ease of use, which led to an increase in customer satisfaction (Formation of corporate culture, 2019).

At the same time, despite the active introduction of remote fare payment services and projects that expand the company's Internet presence (such as Instagram, social networks, mobile apps, etc.), the absolute majority of respondents were not noted for their convenience or frequency of use. In this case, an answer to the question: either not heard or not aware of the existence of remote payment services (7%) or do not know how to use them (28%) or do not want to deal with complex settings and systems (25%) or not interested in these issues (40%).

Among the main problems that affect the decline in customer satisfaction with the services of Moscow Metro SUE, the following were named:

- huge queues at checkout not only at the beginning of the month, but also almost every working day (85%);
- high congestion of stations with passenger traffic (63%);
- stampede in the metro during rush hours (90%);
- poor customer awareness of the existence of remote payment systems (80%);
- incomplete payment systems and inconvenience after replenishing cards remotely still go to the metro to transfer money to a travel document (85%).

Many of these problems are industrial, such as the problem of overloading lines during rush hours, but many of them could be solved by the efforts of the marketing and PR Department at the enterprise (Egorov, 2018; López, 2007).

Were identified and clustered customers Moscow Metro SUE for groups of generations X, Y, Z to identify the quantitative presence of these client groups in the number of consumers of the services of SUE metro as well as the priority of their use of various information systems for payments and information about the state of the SUE metro (figure 3).

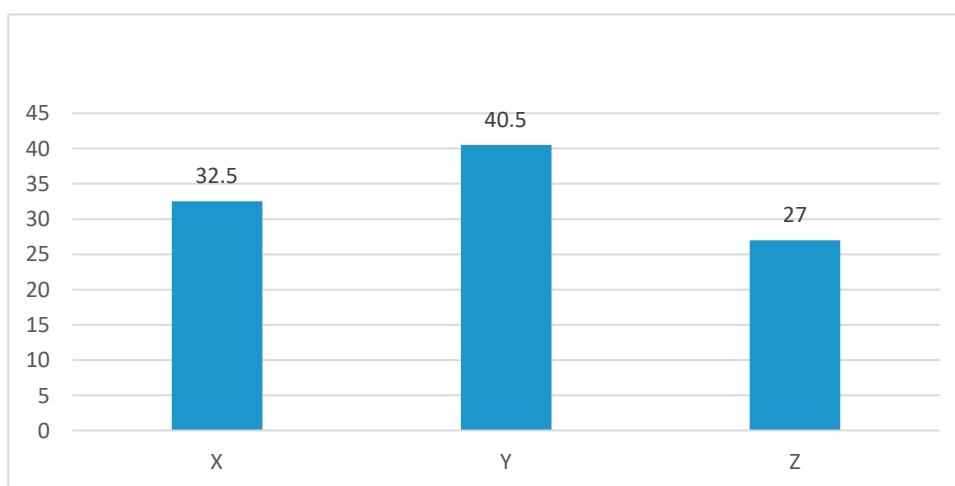


Fig. 3. Ratio of clusters in the number of clients of Moscow Metro SUE by generation profile for 2019, %.

Generation X-born from the period of 1940-1969, have a traditional mindset, are in retirement or pre-retirement age, experience difficulties in using new systems and technologies, have little interest in new trends and tend to use already known and proven ways and means.

Generation Y-born from the period 1970-1989, the transition generation, the working-age population of middle age, partially interested in new technologies, but with noticeable resistance to their development, are present in social networks, but are not very active in them.

Generation Z-born from 1990 to 2010 inclusive, young people who are active in the use of modern information technologies and systems, are in the trend of everything new and easily learn the necessary information (Azapagic, 2000; Sokolov, 2019).

Further, the specialists of the state unitary enterprise metro obtained average values of coverage indicators for preferred sources of information for each of the clusters and an assessment of the correspondence of channel coverage with the preferences of consumer groups in their profile (Gasparik, 2017; Majercak, 2015). The results shown in table 1.

Table 1. Average values of coverage indicators for preferred sources of information for consumer clusters, in %.

Sources of information	Values		
	Cluster 3	Cluster 2	Cluster 1
	The prevailing generation of customers - X	The prevailing generation of customers- Y	The prevailing generation of customers-Z
A	1	2	3
Social network	20.2	35.58	96.12
Mobile application	12.24	36.79	94.36
TV	92.2	26.56	74.3
Company website and Internet news resources	18.84	17.22	19.74

For a visual analysis, the average values of table 8 indicators are present graphically (Fig. 4). Thus, we can conclude that the majority of Moscow Metro SUE clients – 63% - are people of generation X and Y, who are poorly cover by management decisions in the field of marketing, or they have difficulty learning how to use them. In addition, even young people do not show a high level of interest in the developed applications of the metro and payment systems, not to mention the company's website and social network pages.

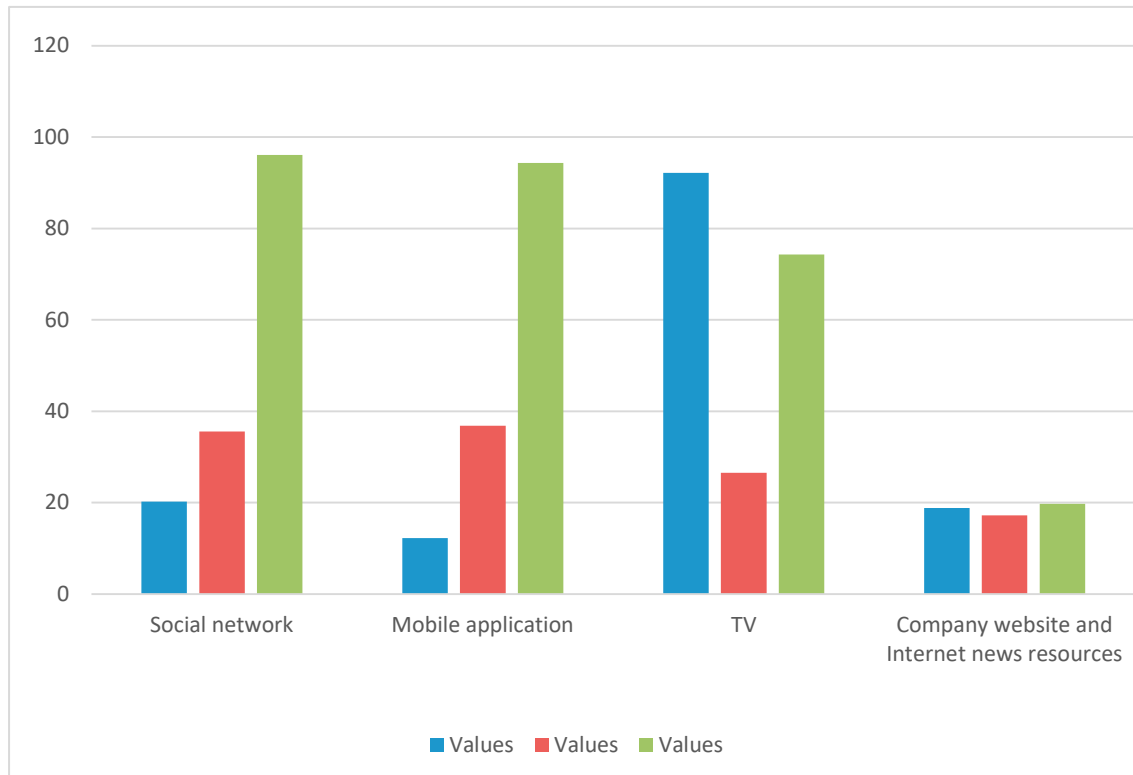


Fig. 4. Preferences for getting information on clusters of metro state unitary enterprise clients, in %.

4. Discussion

Among the main reasons cited by young people and active users of Internet, systems by generation Y users were the following:

- low activity of the Moscow Metro SUE in the field of informing and promoting Internet services and payment systems (87%);
- incomplete website of the Moscow Metro SUE, which currently exists mainly in the form of an information page and does not carry any interactive interaction (58%);
- difficulty in connecting and downloading various fare payment systems and applications, which reduces the desire to use them (32%);
- uninteresting site content and official pages that do not attract the attention of the audience (80%);
- rare content updates, no promotions or promotional events (76%).

Thus, all this requires refining the management decision-making process in the field of marketing and public relations of Moscow Metro SUE, so that the results of their implementation demonstrate not only image effects, and sometimes-increased loyalty to the company, but also a stable increase in customer satisfaction with the services and related products of Moscow Metro SUE.

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