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## **THE ROLE OF FREIGHT FORWARDING IN ROAD TRANSPORT MANAGEMENT**

### **Introduction**

Transportation has always played a key role in the history of mankind, having a huge impact on various sectors of the economy, both public and private. In broad terms, transportation encompasses the processes involved in the physical movement of people and goods, using appropriate means of transportation and available infrastructure. From an economic point of view, it is the paid provision of services involving the transportation of people, goods and energy, as well as the performance of ancillary services. Basic services include loading, unloading and storage, while ancillary services include forwarding, inspection, pricing, customs clearance, logistics management, transportation consulting and insurance of transported goods and people. The modern economy is based on three main functions of transportation, which are used in various industries (Kasperczyk, 2010):

- Consumption function - its main idea is to carry out the tasks of delivery services in order to satisfy consumption for given goods in the market;
- Production function - supporting the production of goods in the broadest sense by providing services of delivery and collection of materials and other necessary resources required for production;
- Integration function - a function that realizes the needs of integration of citizens, transportation to destinations such as work or recreation centers, which is carried out both locally and globally.

Transportation is divided into different types, depending on the types of cargo that are transported. A distinction is made between the transportation of people, goods and energy. Transportation can take place both regularly and irregularly, depending on the organization and type of transportation services.



Domestic transport involves the transportation of goods and people within the borders of the country where the transport activity is registered. International transportation, on the other hand, refers to transports carried out outside the borders of the country in which the company is doing business. There is also combined transportation, which involves the use of different modes of transport to carry goods. In the initial or final part of the journey, the cargo is transported by road, and then there is a change of mode, so that the rest of the route is covered by another mode of transport, for example, by sea, rail or air.

Road transportation is located in the area of land transportation. These are services of transporting people, goods, animals, using appropriate methods and means of transport, which are characterized by (Kasperczyk, 2010):

- Very high availability of basic means of transport and the possibility of substitution of vehicles to almost any place;
- A wide range of different means of transportation;
- Ability to carry cargo over short and medium distances;
- Timeliness and punctuality of service delivery;
- Speed of transportation and flexibility in delivery directions;
- Option to combine general cargo and deliver it to one recipient.

The conditions for the implementation of road transportation are strictly defined by law. In Poland, road transport is regulated under the “Road Transport Law of September 6, 2001” and applicable national and international regulations. Enforcement is also influenced by a number of international conventions, i.e., agreements accepted by individual states by agreement. These agreements are subordinate to international law, and any disputes arising from violations of them are resolved by the respective countries that have committed to abide by them (Menes, 2022). The law on drivers' working time, introduced in April 2004, also plays an important role. In accordance with its provisions, it defines what is considered to be a driver's working time - from the start to the end of work. The law provides detailed guidelines for driver duties, such as supervising the process of loading and unloading goods, controlling the embarkation and disembarkation of passengers, maintaining vehicles and trailers, driving vehicles, maintaining order in vehicles, and performing forwarding tasks.

The Road Transport Law, signed on September 6, 2001, regulates domestic and international road transport. It also contains provisions on the minimum age of a truck driver, which is currently 21, and specifies the required qualifications, licenses and training necessary to practice this profession. In addition, the law specifies what is meant by domestic or international road transportation performed for personal use, without a profit-making purpose (Stajniak, Hajdul, Foltyński, & Krupa, 2008, pp. 214-220). It is estimated that about 10-15% of all transports in transportation are transports of dangerous goods. Due to safety concerns, a separate international convention has been developed that sets forth rules and requirements for the transportation of these cargoes. This



convention, known as the ADR Agreement, was concluded in 1957 in Geneva, and Poland ratified it in 1975 (2025). Special transports are carried out when the goods exceed the standard dimensions allowed for transport, have an excessive total weight or the axle load of the vehicle is higher than the permissible values. To carry out such transportation, it is necessary to obtain prior approval. In order to obtain it, it is necessary to describe in detail the type of cargo, its parameters, the vehicle on which it will be transported, and the route the cargo will follow (Vašalić, Ivković, Mladenović, Sekulić, Milićević, & Suljovrujić, 2024). Companies that provide transportation services for a fee are called carriers. Any type of transportation that a carrier plans to perform requires the possession of appropriate licenses authorizing the transportation of passengers or goods. If the transportation is not for profit, such as free transportation of employees to the workplace, licenses are not required. There are licenses for transporting goods in the country where the company is registered, as well as licenses for international transport. These licenses are issued for a limited period of time, and when they expire, renewal must be applied for. Applications for licenses are submitted to the district administration. In order for a company to obtain a transport license, it must meet a number of requirements, including (Kacperczyk, 2011):

- Successfully pass the professional exam and obtain the corresponding certificate;
- Guarantee of adequate financial security;
- Impeccable reputation as an entrepreneur..

In order for a company to register as a transport company, it is necessary to pass a professional competence exam and obtain the corresponding certificate. This certificate must be held by at least one person in charge of the company.

Adequate financial security is one of the requirements for owning a for-profit fleet of vehicles. This security is €9,000 for the first vehicle, and for each additional vehicle in the fleet the amount is €5,000. If the company plans to make money by transporting goods, it must show collateral of 50 thousand euros. This can be in the form of cash, bank deposits or securities. The key is to document that the company is able to pay this sum at any time in case of property liabilities. Cab companies are exempt from this obligation and do not have to show collateral in certain amounts.

It is also necessary to have an impeccable reputation as an entrepreneur, which is an assessment made by officials as to whether the company will be able to operate in accordance with current laws. Entrepreneurs who have previously been convicted of fiscal, tax, labor or road safety offenses will not be legally permitted to provide transportation services (Ceglaz). Automobile transportation is overwhelmingly (more than 90%) carried out by private companies. Manufacturing companies are usually only able to meet their transportation needs with their own fleets to a small extent, so they use third-party services. The remaining transportation services are provided by state-owned enterprises (2024).



### **Literature review**

Over the centuries, the growth of international trade has created a demand for new transportation services. In the 15th century, Europe had a warehousing law that made it mandatory for merchants passing through cities with such laws to display goods for sale. This law led to the emergence of the function of the so-called “sham merchant,” who provided the service of declaring the purchase of goods and transporting them to their destination at the expense of the true owner. In practice, the goods remained in the hands of the merchant, who no longer had to display his goods in the city, thus being able to avoid the obligation to sell. Depending on the size of the shipping company, the number of employees and the area of operation, the main source of income can come from different types of services. Online companies, for example, rely on customer relationships to outsource transports to individual carriers. To do this, they use various programs to support operations via the Internet. Income is based on commissions, which is the difference between the price the customer pays for the transportation service and the price the company pays to the carrier, which is lower than that obtained from the customer. The operating costs of such companies are relatively low and include rental of premises, salaries of employees, insurance, marketing, software, shipping licenses, advertising, etc.

Universal companies, on the other hand, are market-dominant, large enterprises with an extensive network of branches around the world. They have their own facilities, such as warehouses, transshipment points and vehicle fleets, offering comprehensive order fulfillment using various modes of transportation, including sea, air or rail (2025). Logistics operators focus their activities on providing comprehensive services to single principals. Cooperation with clients is usually based on long-term contracts, under which operators undertake to meet all transport needs. Customers are usually large companies, especially in the automotive industry, which have a high demand for transportation services. In order to fulfill such contracts, operators must have an extensive fleet of vehicles and a solid financial base (Kacperczyk, 2011). Freight forwarder is a person professionally responsible for the organization of transport processes along with additional activities related to this as well as coordinating the entire transport process, overseeing its implementation, so it is important that such an employee is best suited to the work environment as well as having the appropriate qualifications and competencies (Jurek, 2022)(Jurek, 2023). In the Civil Code, the profession of a freight forwarder is described as (The essence of the contract of forwarding, Journal of Laws 2019.0.1145 t.j, Art.794.) “By the contract of forwarding, the freight forwarder undertakes, for remuneration within the scope of his business, to send or receive a shipment or to perform other services related to its carriage. The freight forwarder may act on his own behalf or on behalf of the principal.” The entire process carried out by a professional freight forwarder



includes a series of activities performed before, during and after the transportation of cargo. It can involve various branches of transportation (Luszczyn, 2013). Among the tasks carried out before transport is counseling. The freight forwarder provides the customer with information on the best mode of transportation, recommends appropriate cargo insurance, helps select customs and clearance agencies, determines the optimal route and provides a price quote. There is a great deal of flexibility in pricing on the market, so price is often the key factor that determines acceptance of a freight forwarding company's offer.

After the customer accepts the terms and conditions, the freight forwarder proceeds to organize the transportation. He decides whether he will use a vehicle from his own fleet or find a suitable carrier to supply a suitable vehicle. He then makes all additional arrangements with the customer, such as declaring the transport at customs agencies, taking out additional insurance for the goods, booking ferries for the vehicle, and informs the customer of the details of the loading location, the date and time of the vehicle's placement for loading. The carrier is responsible for the performance of the transport, and his key responsibility is to ensure the safe transportation of the goods. He is responsible for any damage or loss of cargo, unless he can prove that he could not have prevented the events that caused the problem. The most common conflicts between the freight forwarder and the carrier involve delays in loading or unloading when the goods are not delivered on time. In such cases, the carrier is liable for losses that the shipper's customer incurs due to the failure to deliver the vehicle on time. Freight forwarders often include provisions in their contracts for penalties for delays, such as €50 for each hour of delay, but these provisions have no legal justification, since it is only possible to charge the carrier if a loss is proven. Costs that can be transferred to the carrier can occur if the customer charges the shipper with the appropriate amount, and the shipper passes it on to the carrier. The freight forwarder also has the right to pass on the costs associated with the need to find a replacement vehicle if the carrier does not cancel the order 24 hours before loading. In such a case, the difference in costs is borne by the original carrier (Wang, D., Ma, C., Chen, Y., Wen, A., Hu, M., & Luo, Q., 2024). However, there is a limit to which a carrier can be charged for violating the arrangements. It amounts, in international shipments, to a maximum of one times the amount of freight the carrier was to receive for the order in question.

In freight forwarding, it is crucial to make effective use of technology, such as computer programs and mobile devices, to increase the quality of services while reducing the time spent on activities that can be simplified. To this end, specialized information systems are used, the main purpose of which is to ensure the exchange of information between all participants in the transportation process. A distinction is made between dedicated tools, which form the basis of work in the transport industry, and universal tools, which speed up tasks and facilitate daily operations. Dedicated transportation tools include freight exchanges, order-



issuing programs, load space calculation tools and vehicle position monitoring systems, among others. On the other hand, universal tools used in various industries, including transportation, include email, instant messaging, database management programs, online chat applications, and maps and route distance calculation programs<sup>1</sup>. An essential tool for any freight forwarder are transportation platforms. They are a virtual exchange where transactions are made by forwarders, carriers, as well as manufacturing companies. With their help, it is possible to advertise to other entities the need to perform a particular transport, offer your vehicle, participate in tenders. Transport platforms mainly allow the shipper to contact the carriers to whom he orders transport or the customer when he himself drives his own cars. For contact with the customer, the primary means is the previously mentioned traditional email. It is invariably one of the most preferred forms of communication with the customer. Most freight forwarding companies have their own e-mail address domains, which has a positive effect on the image in the relationship. Auxiliary tools in determining routes, estimating transportation costs are all kinds of online maps. The most popular and at the same time one of the most accurate is Google map. With its help, the shipper can accurately determine the route that the vehicle loading the goods will take, taking into account both toll highways, ferries, possible obstacles or closed crossings to determine an alternative route. The distance in kilometers of carriage is very important when determining the rate of.

## Methodology

The purpose of the study presented in the article was to gather accurate information on potential improvements in the operation of three freight forwarding companies: WEN S.C., WOZ-TRANS LOGISTICS and AMIZ Transport, and to compare the information obtained. The results of this research not only reveal solutions that can contribute to the competitive advantage of the surveyed companies, but also offer general guidelines that can be implemented by any freight forwarding company seeking to improve employee competence, work comfort, efficiency and profit growth. The method that was used for the research was the method of free interviews with employees of the companies and the analysis of information available about the companies, where the information obtained was then analyzed and compared. The research was conducted to collect data, which was analyzed together with the respondents at the very end of the interview.

Wen Civil Company is a licensed freight forwarding company headquartered in Kielczow, established in 1993. It specializes in the organization of road transport. It employs 70 workers, including 65 forwarders, and the rest are accounting staff. The company has 4 branches in Poland, which are managed by

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<sup>1</sup> Own observations and interview with an employee from the TSL industry

designated managers. The main responsibility for achieving the company's goals and managing the business rests with the manager from the headquarters in Kielczow. The company's main activity is the provision of transportation services, organizing road transport with vehicles weighing up to 3.5 tons and trucks. The company cooperates with carriers with whom it signs contracts for rental of rolling stock, entrusting them with specific transport orders. Wen Civil Partnership has international and cabotage insurance, covering cargo up to the value of 300 thousand euros, which covers losses related to damage, theft or shortages of goods in the course of freight forwarding services.

Until 2003, the company focused its activities mainly on carrying out transportation tasks in the form of a carrier with its own fleet of vehicles. After this period, the company gradually began to mix its fleet of vehicles in favor of accepting new people into the company as freight forwarders and developing the forwarding branch, which is now the dominant source of revenue. At present, the company is constantly recruiting, accepting people with experience as well as those without experience for apprenticeship. One of the company's key competitive advantages is its long-standing presence in the market. The company is seen as a reliable and trustworthy partner that performs its services with great care, taking an individual approach to each job. It also enjoys a good reputation as a customer that always pays within the agreed deadlines. Unfortunately, it is possible to encounter unfair competition in the transportation market, including companies that outsource transportation services, illegally delay payment terms or completely evade payment, after which they disappear from the market.

The company's asset and its main contractor base are customers who have been working with the company for a very long time. Contacts with them even last sometimes for more than 15 years. Over the years, many new customers have also been acquired, including from referrals from regular customers. The company's policy is to take care of regular customers. Every year, gift packages containing a variety of handmade items with the company's logo as well as other exclusive gifts are sent at Christmas. Christmas cards are sent to all customers. Also, every few years, the company invites its most profitable clients to various events, including foreign ones, and pays for the hotel and other attractions.

The company specializes in car transports using vehicles up to 3.5 tons. Such vehicles include tarpaulin buses with up to 8 euro pallet capacity - standard bus dimensions are 4.2x2.2x2.2m or 10 euro pallet standard bus dimensions are 4.8x2.2x2.2m, as well as rigid body buses with dimensions of 3.7x1.8x1.7m up to 5 euro pallet capacity. Tarpaulin buses can also be equipped with an elevator along with a manual palletizer, allowing the driver to load the goods himself up to a maximum of 500 kg per pallet. Tarpaulin buses are loaded up to a maximum of 1,050 kg per bus, and with rigid body smaller buses up to 1,300 kg. Contracts with the owners of vehicles up to 3.5 tons, with which contracts are signed, are set at a fixed amount for each vehicle kilometer traveled on the route, and the minimum



kilometer limits that will be performed in a month are specified. The rates per kilometer of a vehicle up to 3.5 tons are usually in the range of €0.35 per kilometer driven by the vehicle to €0.4 per kilometer.

The second company surveyed is the freight forwarding company WOZ-TRANS, which started its freight forwarding business in 2013. The company specializes in both domestic and international transportation. Services provided include groupage, full-vehicle transport, express shipments, ADR transport and refrigerated transport. In accordance with legal requirements, the company has a corresponding license to carry out road transport in the field of freight brokerage, and also holds a certificate of professional competence. With the growth of the company and the increasing number of orders, the number of employees needed to carry out daily tasks has also increased. The company employs 15 people, nine of whom are involved in international freight forwarding. The rest are the two owners, who take care of all tasks, and those responsible for accounting and documents.

The company employs employees who can boast many years of experience gained over the years in logistics companies and manufacturing companies. A strong part of the team of employees is the amount of training they have received, which has allowed them to expand their knowledge both in matters related to the principles of liability of road carriers, the rights and obligations of the carrier in relation to the Transport Law, complaint proceedings, customs, excise duties, taxes or intermodal transport, as well as issues related to soft skills, which are extremely important from the very beginning of the establishment and further maintenance of contact with the customer.

The company is committed to building strong relationships with its subcontractors, business partners and carriers, which are based on trust and help carry out all outsourced transports within Europe. In addition, the company pays great attention to meeting all technical and legal standards with regard to its fleet, which consists of qualified and experienced drivers able to cope with many difficult situations during the transportation of goods. Such an approach to employees and any business partners translates into high customer satisfaction and long-term cooperation with customers, which has allowed the company to complete almost 80,000 thousand orders since the beginning of operations.

Depending on the order being carried out, the company uses appropriate vehicles for the transport of goods. Its fleet includes both smaller vehicles in the form of vans and buses with a load capacity of up to 1.2 t or 1.5 t. A van delivery vehicle has a load capacity of up to 1.2 tons and is a vehicle with a rigid structure that can accommodate 7 euro pallets. A delivery vehicle with a tarpaulin has a load capacity of up to 1.5 t with dimensions of 4.9 m x 2.2 m x 2.3 m and can accommodate 10 euro pallets. The vehicles that transport goods in the examined company are also trucks and heavy vehicles. Trucks have a load capacity of up to 5.3 t and up to 7 t and can accommodate 15 and 18 euro pallets, respectively. The

largest vehicles are heavy vehicles with a load capacity of up to 24 tons with bodies such as: tarpaulin, isothermal, including standard 13.6 m semi-trailers, 7.7 m + 7.7 m sets and mega semi-trailers with a capacity of 100 m<sup>3</sup>. Depending on the solution, such a vehicle can transport up to 34 or 38 euro pallets.

The last company examined is AMIZ Transport, which has its headquarters in Krakow. The company's activities are mainly focused on forwarding, within which most orders are carried out by land, while customer loads are also delivered to airports, where they continue their journey by air. Some orders are also carried out indirectly by sea transport, where the execution of the order begins by land, but at some stage continues the journey by sea, to finally deliver the goods to the customer again by land. The company largely carries out orders internationally, where since the beginning of its activity it has already carried out over 33,000 orders.

The company has the appropriate permits, licenses and certificates allowing for legal and lawful operation, as well as carrier liability insurance and forwarding liability insurance. The scope of the company's operations includes various types of transport - standard transport, FTL full truckload, where the load comes from one sender without dividing the cargo space, LTL partial, where the available transport space is divided between different senders and ADR.

The company has both its own fleet and cooperates with proven carriers. The company's fleet includes various vehicles, adapted to the implementation of received transport orders, which are equipped with the latest safety systems. The majority of the fleet are delivery vehicles, which do not exceed the total weight of 3.5 tons. Depending on the bodywork used, these vehicles can transport up to 10 or up to 12 euro pallets, being equipped with a lift. If necessary, the fleet also allows for the transport of larger shipments using trucks, which can be equipped with up to 19 euro pallets with a lift or 33 euro pallets without a lift.

Various structures are used for transporting goods, such as tarpaulins, containers, refrigerated vehicles or Edscha roofs, which allow for loading and unloading goods through the roof. Additionally, the vehicles are also equipped with modern solutions such as Innolift devices, which are an alternative to loads that require the use of a lift, shortening the time of loading and unloading goods. This solution is also characterized by precision and flexibility in handling loads..

In the framework of cooperation with carriers, the company focuses on partnership, trust and mutual support. The company provides broadly understood know-how, including legal support regarding vehicles (leasing and insurance offers, fuel cards, access to friendly car services), guarantees of continuity of orders, favorable payment terms, dedicated care of the forwarder or a flexible cooperation model.

## **Results and discussion**



The conducted research identified certain difficulties that appear in the work of the forwarding department, and also proposed various methods to solve these problems. The main difficulties that were indicated include issues related to employee motivation, time spent on preparing transport orders and calculating cargo space, as well as problems related to customer service and employee development (Jurczyk, J., Kasperek, J., Mellouk S., 2018).

The first issue proposed by the freight forwarders in the improvement proposal was the issue of employee motivation in achieving higher profits. What factors would influence greater employee involvement in their work and encourage them to achieve better results?

The second important area for improvement was the process of issuing orders as a task that absorbs a lot of valuable time. For the surveyed companies, this process is carried out in a very similar way and, interestingly, attention was drawn to similar difficulties and limitations in the discussed aspects of the functioning of the companies. The scope of work of forwarders is quite wide. The mere issuing of an order in a specialist program, together with adding the subsequently issued order to the appropriate database of orders, which then provides a preview via the accounting network and sending the order to the carrier, takes from a dozen to several dozen minutes. This time is also often extended if it is necessary to include additional special requirements for a given transport in the order. An application that would definitely speed up these tasks and relieve forwarders would be to establish a special unit with people who would deal exclusively with issuing orders. The forwarder would send all the necessary data to the person responsible for this task via e-mail, where the basic data necessary for issuing an order would be provided in simple, previously prepared templates, such as the description of the goods, place of loading and unloading, name of the carrier, additional comments to the order.

Next, the issue of counting the area of goods that will take up space on the transport vehicle was considered, which is also an everyday occurrence in the work of freight forwarders, and this activity could also be accelerated. In the case of a non-standard number of pallets, it is very important to accurately count the available space for later loading of the vehicle. It is always necessary to precisely determine how much the goods will take up so as not to make a mistake and not send a vehicle for loading that the given goods will not fit on. The counting process can be very fast in the case of full truck loads with standard pallet dimensions, but there are situations where we have up to three loading spaces and we can load pallets of different dimensions on each of them. At this point, counting can potentially take a long time, which could be used in another way. In order to streamline this process, the best solution would be to purchase an additional license for the goodloading program.

The next issue concerning increasing profits in the company would be to create a department specializing in transport only using special types of



refrigerated trailers. Experience shows that on a properly managed fleet of vehicles when transporting food and medicines requiring constant temperatures, profits are much higher than in transports using standard tarpaulin or curtain trailers.

The topic of efficiency in acquiring customers was also proposed in the improvements. In the surveyed companies, it is the forwarders who are responsible for acquiring customers on their own. The proposed change concerns the employment of a person who would be responsible solely for acquiring such a customer. By relieving forwarders of this part of the responsibility, it can be assumed that this would affect the efficiency of work in performing other tasks. In a competitive market, searching for new customers is not an easy and, above all, time-consuming task. In addition to the sent offer proposals or correspondence, personal contact may be an important element, at least in the initial phase of acquiring a customer. Forwarders can no longer afford such involvement, which can pay off by acquiring new customers who value this form of contact, at least at the beginning of cooperation, because they have to monitor the currently performed tasks and ensure their correct implementation. After acquiring a customer and providing the necessary information about the customer to the forwarder, the customer would be taken care of directly by the forwarder..

A very important issue at work is knowledge of foreign languages. English is the entire basis of a freight forwarder's work, because it is this language that is the most universal and familiar in the international arena. Of course, knowledge of a second foreign language is also very desirable. The most useful second foreign language is German or French. Fluency in these languages allows you to acquire customers not only among Polish companies, but also foreign ones. Efficiency also allows you to effectively and efficiently solve problems arising during transports, such as problems with loading, unloading, breakdowns during the route, organization of service assistance, road checks for drivers and many others. During recruitment to the company, knowledge of English is checked. After a positive assessment of skills, such skills are no longer verified in the form of a test or interview with a recruiter (Jurek, 2023).

At the end of the study, the focus was on the issue of education and knowledge in the industry, which also applies to all the surveyed companies. In the company, each new employee, depending on their experience, is initially familiarized with the scope of duties and the rules in force in the company. People without previous experience are trained by more experienced employees in the first months of work. Unfortunately, after this period, no group training is organized on new things in the TSL industry, customer management, effective customer acquisition, motivation or other important issues. Employees of WEN S.C. indicated that at least once a quarter, group courses should be held, which would help in the development of their knowledge, team integration and updating information on legal issues, regulations, obligations and industry news and



information that affect and facilitate everyday work. In the remaining surveyed companies, employees regularly participate in courses and constantly update their knowledge on changing regulations and laws. Additionally, they often participate in organized outings and integration meetings.

### **Conclusions**

The aim of the work was to analyse the role of forwarding in road transport management, taking into account both theoretical and practical aspects. The work focused on presenting the interactions between the carrier, the forwarder and the customer, showing how their cooperation affects the achievement of mutual benefits. An important element of the work was also an attempt to analyse improvements that can increase the efficiency of forwarding companies. One of the key achievements was the possibility of combining the subject of the work with the author's professional experience, which allowed for a detailed description of the forwarding company WEN S.C. and helped to conduct an analysis of two other companies operating in the same industry. Practical aspects of the activity that may pose a challenge for people outside the transport industry were also listed. The results of the conducted research indicated specific proposals for improvements that could be implemented in companies, provided that they were accepted by the management.

An interesting discovery that emerged during the writing of the paper was Poland's role as a leader in cabotage transport in Europe. Poland, as the country performing the largest number of cabotage transports, plays a key role in the European supply chain. Despite this, it is often not appreciated in the international arena, and foreign customers prefer transport companies from other countries, which results from various factors, including trade policy and perception of service quality. The surveyed companies encountered similar limitations and difficulties related to the work of freight forwarders, the scope of their responsibility and duties. One of the suggested solutions is to relieve freight forwarders of part of the scope of duties, such as active customer acquisition and assigning an appropriate person to take over this part of the work. Thanks to this, freight forwarders could focus on current orders and servicing current customers.

Another suggested area for improvement in one of the surveyed companies is the integration of employees outside the workplace from time to time, which would help to influence their morale and, subsequently, their work efficiency, influencing their work environment. Additionally, if the company does not provide training in the changing laws and regulations, it would be worth considering financing such training or at least periodically verifying their knowledge of the applicable regulations, if employees update their knowledge on their own. It is worth companies considering to what extent the scope of all the duties of freight forwarders is not too overwhelming for them and to what extent the multitude of parallel tasks may affect the performance of daily duties and the

quality of their performance. Separating certain units and hiring people for new positions who would take over some of the duties of freight forwarders may prove to be a good solution. On the one hand, hiring more employees generates certain costs, on the other hand, it may have a positive impact on the overall work efficiency of the company and the profits it ultimately achieves. Implementing solutions based on artificial intelligence may also prove to be an interesting and future-oriented support. This area is subject to continuous research and testing, but it would be worthwhile for the management to consider such a solution in the area of activity related to data processing in relation to customers, building relationships with them and supporting the service implementation process, which translates into building a competitive advantage..

The conclusions from the work clearly indicate the need for further development of the transport sector in Poland, where forwarding and transport are the foundation of many European economies. This industry is extremely important not only for national development, but also for the growth of gross domestic product, which emphasizes its role in creating economic stability and international competitiveness (Józwiak, Sołoducha, 2021).

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### **Abstract**

The article discusses the role of road transport and forwarding in managing transport processes, highlighting their importance in the global supply system. The author analyses the theoretical and practical aspects related to road transport, with a special focus on the role of forwarding, whose task is to ensure the correct course of logistic processes. The aim of the article is to show the influence of forwarding activities on the efficiency of transport management. The first part of the paper presents the theoretical basis of road transport, including the functions of transport, its classification, legal regulations and the tools used. Attention is also drawn to the importance of effective transport management as a foundation for the efficient functioning of the economy. The role of forwarding is presented, emphasising its intrinsic link with transport management processes and its responsibility for organising the flow of goods. The following part of the article presents examples from forwarding practice, based on the experience of the company WEN Spółka Cywilna, WOZ-TRANS Logistics and AMIZ Transport. The analysis of this company's activities includes organisational aspects, research methods and characteristics of the transport market, including the specifics of the sector of vehicles up to 3.5 tonnes. The article also presents an analysis of the competition the company faces. The article concludes with suggestions for improvements that can enhance the efficiency of the forwarding activities of the studied company. The conclusions presented provide valuable information for practitioners and those interested in optimising logistics processes in the transport industry.

**Keywords:** transport, forwarding, the role of forwarding, competitiveness

*JEL Classification:* M14, M12, D23