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Transintertop Ltd. in the Hungarian Logistics Industry: A Strategic and Operational Evaluation Using Porter's Five Forces Model

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1 INTRODUCTION

The purpose of this thesis is to provide a comprehensive analysis of Transintertop Ltd., a Hungarian company that operates in the road freight transport industry. Using Porter's Five Forces model, which analyzes the competitive forces shaping the market, the objective is to examine the company's competitive position within the industry. A model such as this will assist in identifying the factors that have the greatest impact on a company's strategic decisions and overall performance.

Since its establishment in 1997, Transintertop has been engaged in the logistics and transportation business. As a result of its strong reputation for providing reliable and efficient transportation services, both within Hungary and internationally, the company has established a strong reputation for providing a wide range of transportation services. As a result of its commitment to customer satisfaction and its ability to adapt to market changes, the company's success is to be attributed to its ability to adapt to market changes.

Porter's Five Forces model is a widely used framework for analyzing the competitive environment of an industry. A five-factor model considers the following factors: the competition between existing competitors, the threat of new entrants, the possibility of substitute products or services, the bargaining power of buyers, and the bargaining power of suppliers.

By applying this model to Transintertop Ltd., this thesis will explore how each of these forces affects the company and provide insights into potential strategic opportunities and challenges. In the dynamic road freight transport industry, this analysis is important for understanding how Transintertop Ltd. can enhance its market position, identify risks, and develop strategies to maintain its competitive advantage. (Transintertop.hu, 2025)

1.1 The aim and significance of the thesis

This thesis aims to provide an in-depth analysis of the competitive dynamics surrounding Transintertop Ltd., utilizing Michael Porter's Five Forces model as a foundational analytical framework. This approach will facilitate a nuanced understanding of the industry environment in which Transintertop operates, allowing for the identification of both challenges and opportunities that impact its strategic positioning. By systematically examining the interplay among the five forces—namely the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitute products or services, and the intensity of competitive rivalry—this study seeks to delineate the multifaceted factors that contribute to the overall competitive landscape of the firm.

Significantly, this thesis acknowledges the critical need for organizations like Transintertop Ltd. to continually adapt to evolving market conditions and competitive pressures.

Through a methodical application of the Five Forces model, it will become evident how external pressures shape strategic decision-making within the firm, as well as how internal capabilities and resources can be leveraged to gain a sustainable competitive advantage. The insights gained from this analysis will not only augment academic discourse surrounding strategic management but can also serve as a pragmatic guide for practitioners within the industry looking to reinforce their market position. Moreover, the findings of this thesis are intended to contribute to strategic management literature by providing empirical observations that reflect the complexity of competitive interactions within the sector. Such insights may pave the way for future research and practical applications within related fields, enhancing understanding of how firms like Transintertop Ltd. can navigate and thrive within challenging economic environments. Ultimately, the significance of this thesis lies in its potential to influence both strategic frameworks employed by managers and academic discourse surrounding competitive strategy, thereby underscoring the vital link between theoretical concepts and real-world business practices.

1.2 Presentation of the chosen company (Transintertop Ltd.)

Transintertop Ltd. is a prominent player in the logistics and supply chain management sector, established to cater to an increasingly globalized market that necessitates efficient transportation solutions. With its headquarters strategically located in Hungary, the company has cultivated a robust network that links key European markets, thereby enhancing its operational effectiveness. Transintertop offerings encompass a wide array of services, including freight forwarding, warehousing, and supply chain consultancy, making it an integral component in the logistics ecosystem of its clients.

The firm distinguishes itself through its commitment to leveraging modern technology in its operations. By adopting state-of-the-art tracking systems and logistical software, Transintertop ensures transparency and real-time updates for its clients, thereby optimizing the supply chain process. Furthermore, the company places a significant emphasis on sustainability. It has implemented practices aimed at reducing carbon emissions and enhancing energy efficiency within its transport operations. These initiatives not only align with global sustainability trends but often result in cost savings for clients, reinforcing the value proposition that Transintertop Ltd. delivers.

In an industry fraught with competition and rapidly evolving demands, Transintertop Ltd. remains resilient through its focus on customer-centric solutions. The company prides itself on its adaptability, equipped to tailor services to meet specific client needs while maintaining high service standards. Its strategic partnerships with various transportation providers and technology firms further augment its service capabilities, facilitating reliable and timely deliveries. By embracing innovation and fostering collaboration, Transintertop Ltd. exemplifies how a logistics company can thrive in a dynamic market landscape while remaining committed to both service excellence and corporate responsibility. (Transintertop.hu, 2025)



(Transintertop.hu, 2025)

Figure 1: the image shows two trucks of Transintertop Ltd. at the company's premises

1.3 A brief overview of Porter's Five Forces model

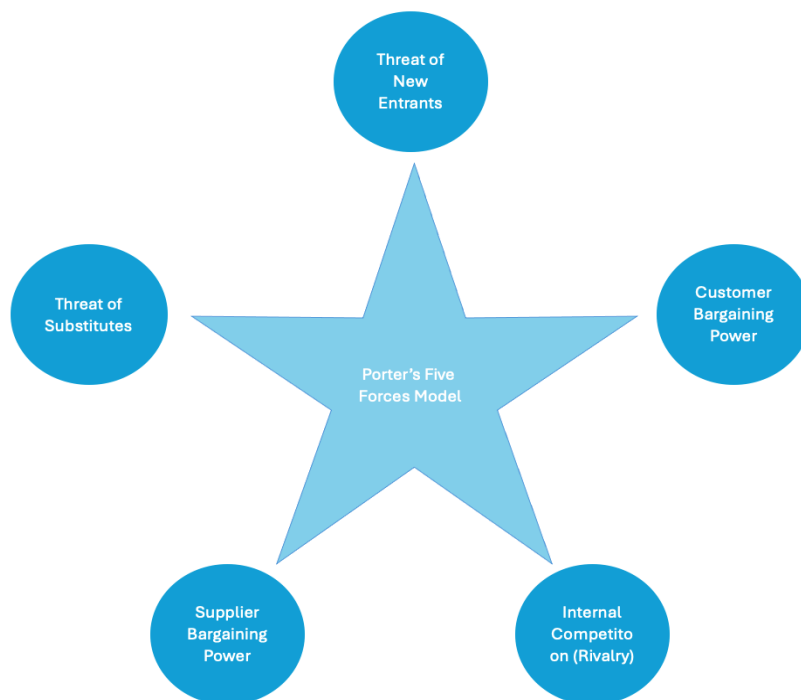
Porter's Five Forces model, developed by Michael E. Porter in 1979, serves as a framework for analyzing the competitive forces that shape industries. This strategic tool enables businesses to assess their market environment comprehensively by considering five critical forces that influence competition and profitability. Understanding these forces is vital for companies like Transintertop Ltd., as they strive to navigate the complexities of their respective markets effectively.

The first of these forces is the threat of new entrants, which examines the barriers to entry that exist within an industry. Industries with low barriers attract new competitors, which can destabilize pricing and market share for established firms. Conversely, high barriers, such as significant capital requirements, economies of scale, or regulatory challenges, serve to protect incumbent companies from new rivals.

The second force, bargaining power of suppliers, evaluates how much power suppliers hold over companies.

When suppliers are concentrated or offer unique products, they can dictate terms that may negatively impact a firm's profitability.

The third component, bargaining power of buyers, reflects the influence that customers exert on the market. If buyers have numerous alternatives or are price-sensitive, they can demand better quality and lower prices, further squeezing margins for companies. The fourth force, the threat of substitute products, considers the availability of alternative solutions that fulfill the same need. A high threat of substitutes can erode market share and result in intensified competition as firms strive to differentiate their offerings. Finally, the intensity of competitive rivalry within the industry signifies the degree of competition among existing players. Factors such as the number of competitors, the rate of industry growth, and product differentiation determine the competitiveness of the market. High rivalry often leads to price wars and increased marketing expenditures, impacting profitability. When applied to Transintertop Ltd., Porter's Five Forces model provides a structured approach to comprehend the challenges the firm faces, assisting in the formulation of strategies that align with its competitive landscape and operational objectives. (www.cascade.app, 2025)



(Selmeczi-Barbara)

Figure 2. : Porter's five forces

2 PRESENTATION OF TRANSINTERTOP LTD.

2.1 History and development of the company

Transintertop Freight and Transport Ltd. is a prominent Hungarian logistics provider headquartered in Környe. Since its inception in 1997, the company has undergone a significant transformation, evolving from a modest family-owned enterprise into one of Hungary's leading logistics operators, offering a broad spectrum of services in freight transport, warehousing, and forwarding, both domestically and internationally. (Transintertop.hu, 2025)

2.2 Foundation and Early Years

Transintertop Ltd. was officially established on June 23, 1997, by Attila Selmeczi and his wife, Krisztina Selmecziné Kiss, with the initial goal of entering the international freight forwarding market. In its early stages, the company operated with a small, dedicated team and maintained a clear vision for providing personalized, reliable logistics services.

A pivotal figure in the company's early development was János Székesi, who not only contributed financial and intellectual capital but also provided vehicles for international transportation, thereby laying the foundation for the company's flexible and client-centric approach to logistics.

2.3 Initial Growth and Business Strategy

Recognizing the necessity of long-term planning and scalability, the founders crafted a growth-oriented strategy. In 1998, the company acquired a small transport business along with its trucks, thereby obtaining its first three tractor units and the necessary operational licenses. This strategic acquisition marked the company's formal entry into the comprehensive freight transportation market.

The company's vision was to establish a robust and diverse logistics enterprise capable of delivering superior service standards while remaining adaptable to shifts in the market and evolving client expectations.

2.4 Milestones and Infrastructure Development

A significant milestone in Transintertop's expansion occurred in 2004 when the company purchased a large plot of land in Környe, enabling it to establish a permanent base of operations. Shortly thereafter, the company constructed its first 1,000 m² warehouse, thereby expanding its service offerings to include warehousing and inventory management.

In the same year, Transintertop launched a commercial vehicle maintenance and repair division, further strengthening its internal capabilities and diversifying its service portfolio.

Throughout the 2010s, the company continued to expand its infrastructure, making significant investments in the following assets:

- A modern logistics hall (Hall A)
- A state-of-the-art office building
- A private fuel station
- A full-service vehicle washing station

These investments not only enhanced operational efficiency but also supported the company's sustained growth and development.

Despite the occasional challenges posed by economic fluctuations, Transintertop's leadership remained committed to modernizing its vehicle fleet and expanding its service capacity. Continuous investment in innovation, infrastructure, and skilled personnel enabled the company to stay at the forefront of industry developments.

2.5 Current Operations and Capacity

As of 2021, Transintertop operates a fleet comprising:

- Approximately 160 tractor units
- Around 200 trailers
- A workforce of 278 employees

The company manages over 80 daily freight operations, serving clients in Hungary and across Western Europe. Its primary international transport destinations include:

- Austria
- Germany
- France
- Northern Italy
- The Netherlands
- Belgium
- The Czech Republic
- Slovakia
- Luxembourg
- Denmark



(TransIT, 2025) **Figure 3:** Pie chart of mounthly exports

With more than 20 domestic and 120 international drivers, Transintertop is fully equipped to handle a variety of transport needs, ranging from full truckloads and partial loads to ADR (dangerous goods) shipments.

2.6 Main Business Divisions

1. Warehousing

In response to growing customer demand, Transintertop expanded its operations into warehousing, which has since become a core service offering. The company currently manages over 20,000 m² of warehouse space, with plans to further increase capacity at a new site under development.

2. In-House Freight Transport

Transintertop operates a modern and expansive fleet that ensures the efficient and reliable delivery of goods. The company is known for its commitment to punctuality, safety, and flexibility, servicing both domestic and international routes.

3. Freight Forwarding

When in-house vehicles cannot fulfill specific shipment requirements, Transintertop collaborates with 85 trusted subcontractors, managing up to 6,000 forwarding orders annually through its skilled logistics coordination team.

4. Supporting Services

Transintertop offers a variety of auxiliary services, including:

- Fleet maintenance and technical inspections
- Vehicle washing (also available to external customers)
- Manual and automated cleaning services for both commercial and private vehicles
- Specialized services such as undercarriage and engine washing, and acid treatment of aluminum parts.

This broad service offering allows Transintertop to manage logistics processes holistically, ensuring high levels of quality and customer satisfaction at every stage. (Transintertop.hu, 2025)

2.7 Market Position and Competition

Operating across multiple sectors inherently exposes Transintertop to competition from a wide range of logistics providers. However, the company adopts a collaborative approach to competition, believing that maintaining strong professional relationships with competitors can foster mutual growth and collective success. Over the years, Transintertop has established numerous productive partnerships within the transport and warehousing sectors.

2.8 Future Vision and Strategic Goals

Looking ahead, Transintertop's primary objective is to maintain and further strengthen its market position while continuing to deliver high-quality, full-spectrum logistics services. To achieve these objectives, the company is focusing on:

- Innovation
- Continuous improvement
- Customer-focused development

A key priority is the construction of a new warehouse at its expanding site, as well as the implementation of a custom-developed logistics management software system designed to streamline operations and improve service accuracy.

To fund these advancements, Transintertop has capitalized on favorable market conditions and low interest rates, securing a growth-oriented loan. In the short term, the company aims to successfully integrate its recent investments into daily operations and efficiently manage its financial commitments.

2.9 Main areas of activity

Transintertop Ltd. operates within the rapidly developing logistics and transportation sector, placing particular emphasis on the safe, reliable, and efficient delivery of goods and products. The company's core activities go beyond basic transportation services, encompassing the

development of customized logistics solutions as well as the maintenance of continuous, personalized communication with clients.

The foundation of Transintertop's operations lies in strategic collaborations established with partners who are recognized both nationally and internationally. These partnerships enable the company to provide logistics services tailored to the diverse needs of various industries. Such collaborations not only strengthen the company's market position but also offer valuable market insights that support future shipping and business decisions.

In addition to traditional logistics services, Transintertop Ltd. actively contributes to the development of both domestic and international logistics solutions. The company offers fast and flexible transportation options for a wide range of industries, implemented through its proprietary internal management system, TransIT. This modern platform enables the effective tracking and administration of shipments while maintaining the flexibility necessary to adapt to the specific needs of clients. The TransIT system optimizes logistics processes, significantly increases transportation efficiency, and enhances customer satisfaction.

Transintertop Ltd.'s commitment to sustainability is also reflected in its operational strategies. The company strives to minimize its environmental footprint while meeting the growing market demand for eco-friendly transportation solutions. By integrating sustainability considerations into its services, Transintertop ensures that its operations are not only economically competitive but also meet environmental expectations.

2.10 Market position and role

The analysis of Transintertop Ltd.'s market position and role points to the complex interconnections between competitive dynamics and strategic positioning. Operating in a sector characterized by rapid technological development, Transintertop Ltd. has demonstrated recognized proficiency in managing challenges related to the market and in overcoming structural barriers influencing competitiveness. The application of Porter's Five Forces model provides essential insight into the company's strategic situation, indicating the strength of industry competition as well as the threats posed by new entrants and substitute services.

As a prominent market participant, Transintertop Ltd. occupies a strategically significant market niche, supported by strong and enduring relationships with key stakeholders, including suppliers and customers. The company's ability to effectively leverage these relationships contributes to the strengthening of its stable market position and ensures its distinct competitive advantages. In particular, the impact of buyers' bargaining power is mitigated through a thorough understanding of customer needs, which enables the provision of logistics solutions tailored to individual requirements, thereby strengthening customer loyalty. This customer-focused strategic approach is pivotal in increasing the company's brand value and securing its market presence.

Furthermore, regulatory changes and technological innovations also exert significant influence on the operations of Transintertop Ltd. By strategically aligning with industry trends—such as digital modernization and sustainable logistics practices—the company proactively ensures its market relevance and lays the foundation for its future growth. This strategic adaptability not only reinforces its current competitive position but also creates long-term expansion opportunities. Taken together, the examination of Transintertop Ltd.'s market role offers insight into the functioning of competitive forces and their broader implications, highlighting the company's lasting commitment to innovation, strategic flexibility, and leadership in an increasingly dynamic sector.

3 APPLICATION OF PORTER'S FIVE FORCES MODEL

3.1 Rivalry among existing competitors

3.1.1 Key players in the road freight transport market

The road freight transport market is characterized by a complex ecosystem of diverse market players, all of whom collectively contribute to the intricate structure of logistics and supply chain management. On the global stage, large multinational logistics companies such as DHL Group and XPO Logistics dominate, relying on their extensive networks, significant resources, and continuous technological innovations to ensure their market-leading role. These companies offer service packages tailored to individual needs, which include not only basic transportation but also warehousing, freight forwarding, and last-mile delivery. By leveraging economies of scale, they are able to maintain competitive prices while ensuring reliable and high-quality operations for their clients.

In parallel, regional players as well as small- and medium-sized enterprises also play a key role in meeting specialized market demands and providing unique services. In the Hungarian context, Transintertop Ltd., Bar-Nul Ltd., Botlik Trans Ltd., and Trans Sped Ltd. can be cited as examples from this group. These companies stand out due to their agility, strong local presence, and customer-oriented approach, which enables them to respond quickly to market changes and individual customer needs. Through their deep understanding of regional characteristics, they are capable of offering customized logistics solutions, which often provide greater flexibility than those offered by large corporations.

The rise of digital platforms has further shaped the competitive landscape, enabling the emergence of new market entrants that also challenge traditional business models. These platforms simplify the connections between shippers and carriers, enhance process efficiency, and increase transparency across the supply chain. This development simultaneously presents both opportunities and competitive pressure for already existing regional enterprises.

Additionally, the regulatory environment and geopolitical factors also exert pressure on the industry's competitive situation. Governmental regulations such as safety requirements, environmental standards, or labor market rules fundamentally define the operational framework. At the same time, international trade agreements and customs systems also influence cross-border goods movement, requiring strategic focus and adaptability from companies.

3.1.2 Intensity of competition and the company's position

The intensity of competition in the market in which Transintertop Ltd. operates is one of the key determinants of the company's strategic positioning. An analytical application of Porter's Five Forces model reveals that competitive rivalry within the industry is extremely strong, driven by the proliferation of both incumbent firms and new market entrants. The presence of numerous competitors places significant downward pressure on pricing strategies, while simultaneously compelling companies to continuously refine and expand their service portfolios. As a result, firms are incentivized to promote innovation and enhance operational efficiency as means of securing sustainable competitive advantage. In this highly competitive environment, Transintertop Ltd., relying on its continuous market presence and established reputation, is compelled to both differentiate its service offerings and maintain cost-effectiveness amid the intensifying competition for market share.

The company's strategic resilience is further reinforced by its ability to effectively mobilize its unique capabilities and organizational resources in response to competitive challenges. Transintertop Ltd. tactically aligns its operational and strategic initiatives with its core competencies—such as advanced supply chain management practices and the development of strong customer relationships—in order to mitigate the adverse effects of intense industry rivalry. By focusing strategically on niche market segments and placing a high priority on strengthening customer loyalty, the company is able to partially insulate itself from the pressure of price-based competition. This approach not only enhances competitive advantage but also

strengthens the foundations of a sustainable and resilient business model capable of withstanding market fluctuations.

Moreover, the continuous evolution of consumer preferences—driven by technological advancements and shifting customer expectations—requires Transintertop Ltd. to remain vigilant and adaptable. These emerging dynamics introduce additional layers of complexity to the competitive environment, demanding strategic foresight and continuous market monitoring. Consequently, long-term investment in research and development becomes an indispensable component of the company's strategic agenda, enabling the anticipation of industry trends and the implementation of innovative solutions. Through its commitment to innovation and systematic evaluation of market dynamics, Transintertop Ltd. aims to consolidate its competitive position, thereby ensuring long-term resilience and strategic viability.

In conclusion, the interaction between the intensity of competitive forces and the company's adaptive strategic responses underscores the paramount importance of flexibility, innovation, and proactive leadership in gaining and maintaining a favorable position within the increasingly competitive road freight transport sector.

3.1.3 Possibilities for differentiation

In the case of Transintertop Ltd., the possibilities for differentiation represent an indispensable strategic tool in handling the pressure arising from the competitive environment and in strengthening customer loyalty. Differentiation can be realized along multiple dimensions, including the improvement of the quality of transport and logistics services, the development of customer-specific solutions, as well as the creation of corporate brand identity. One of the primary directions of differentiation lies in the customization of services, during which the company offers solutions tailored to the unique transport and logistics needs of customers. Through the regular analysis of market feedback and customer satisfaction data, Transintertop Ltd. can develop service packages that represent a unique value proposition, thereby significantly strengthening its competitive position.

The continuous development of service quality also plays a fundamental role in the company's market differentiation. A high standard of punctuality, reliability, and operational flexibility, as well as fast and efficient customer communication, all contribute to the creation of a positive customer experience. Continuous training organized for drivers and logistics coordinators – especially focusing on the development of customer relationship skills – is essential to maintaining service excellence. Furthermore, modern technological solutions, such as shipment tracking systems like ITS Pro and freight sales platforms like Timocom, support operational efficiency and make it possible to provide personalized customer experiences.

The conscious building of brand identity is likewise an indispensable element of the differentiation strategy. In the case of a company engaged in freight forwarding and transportation, such characteristics as reliability, punctuality, environmental responsibility, and innovations are key values that define customers' decision-making. In order to strengthen the brand of Transintertop Ltd., it may be advantageous to apply sustainable road transportation practices, engage actively with local communities, and introduce state-of-the-art logistics technologies. Aligning corporate values with consumer expectations not only reinforces competitive advantage, but also promotes long-term customer retention.

Finally, it can be stated that for Transintertop Ltd., several opportunities are available for market differentiation – through the customization of services, outstanding transport and logistics performance, and the development of a strong, value-based brand identity. Through the consistent application of these strategic approaches, the company can successfully differentiate itself from its competitors and achieve a sustainable competitive advantage in a continuously changing and challenging market environment.

3.2 Threat of new entrants

3.2.1 Entry barriers in the market

The barriers to market entry are such decisive factors that significantly shape the competitive environment in which Transintertop Ltd., as a freight and forwarding company, operates. These barriers determine how easily new competitors can enter the market, and directly influence the existing players' ability to preserve their market share and profitability. The analysis of entry barriers is essential in the evaluation of competitive forces, especially from the perspective of Michael Porter's Five Forces model, taking into account the characteristics of the transportation and logistics sector.

One of the most significant entry barriers is the advantage derived from economies of scale in freight operations. Well-established companies, such as Transintertop Ltd., enjoy lower unit costs resulting from handling larger transport volumes, which provides them with a significant cost advantage over potential new entrants. Achieving similar operational efficiency would require significant investment from new competitors, including the development of a vehicle fleet and supporting infrastructure. In addition, customer loyalty also represents a serious entry barrier, since Transintertop Ltd.'s long-standing client relationships and trust in its brand represent a competitive advantage that new entrants would find difficult and costly to replicate.

Furthermore, regulatory requirements and capital investment needs further complicate market entry. The freight and forwarding sector is regulated by strict technical, environmental, and safety standards, which determine the conditions for vehicle operation and service provision. New entrants must navigate a complex regulatory framework, for example, obtaining international freight licenses and complying with vehicle fleet standards — all of which are time-consuming and require enormous financial commitment. The establishment of key infrastructure elements — such as depots, logistics centers, and maintenance facilities — further increases the financial burden. These barriers create a market system in which existing players, such as Transintertop Ltd., can consolidate their position, minimizing threats from competitors and increasing the chances of long-term profitability and sustainable growth.

3.2.2 Competitive advantages of Transintertop Ltd.

Transintertop Ltd. has already developed several such competitive advantages that clearly distinguish the company among the actors of the transportation and freight forwarding sector. One of its most significant strengths lies in its advanced technological infrastructure, which increases the efficiency and fast responsiveness of transportation operations. The company has made significant investments so that it has the most modern technological systems, such as the vehicle tracking and fleet management system, which make the accurate tracking of shipments possible. This capability not only increases customer satisfaction, but also builds trust, as clients thus receive accurate information regarding the whereabouts of their shipments. Furthermore, the company's own system, TransIT, optimizes route planning, vehicle utilization, and administrative processes, thereby also contributing to cost-efficiency and the rationalization of operational processes.

Kód	Státusz	Megbízó	Partner referencia	Tag	Aljélelti ár	Aljélelti ár pénznem	Fuvarvállaló	Saját	Irány
SZF	MEGRENDEL			IT34-01-23H-HU23-BH-17H		EUR		TIT	IMPORT
SZF	MEGRENDEL			SK90-BHFX-BH-BE29-BHFX-BH		EUR		TIT	UNIO
SZF	MEGRENDEL			DE94-77-77-HU21-BH-16H		EUR		TIT	IMPORT
SZF	MEGRENDEL			DE94-77-77-HU21-77-77		EUR		TIT	IMPORT
SZF	MEGRENDEL			HU28-12HFX-12H-FR60-77-77		EUR		TIT	EXPORT
SZF	MEGRENDEL			SK90-BHFX-BH-NL47-77HFX-7H		EUR		SPED	UNIO
SZF	MEGRENDEL			HU25-77-77-DE74-77-77		EUR		SPED	EXPORT
SZF	MEGRENDEL			HU11-20H-20H-DE90-13H-13H		EUR		TIT	EXPORT
SZF	MEGRENDEL			HU28-14HFX-14H-ES19-12HFX-12H-ES00-BHFX-BH		EUR		SPED	EXPORT
SZF	MEGRENDEL			HU11-20H-20H-DE90-13H-13H		EUR		TIT	EXPORT
SZF	MEGRENDEL			HU11-20H-20H-DE90-13H-13H		EUR		TIT	EXPORT

Figure 4: TransIT System

Another significant source of competitive advantage is Transintertop's highly qualified workforce, which consists of experienced drivers and logistics professionals. The company pays special attention to continuous training and development, ensuring that its employees are up-to-date with industry regulations, international transportation standards, and

emerging market trends. This expertise guarantees the safe, precise, and reliable delivery of goods, which is fundamental from the perspective of maintaining high customer satisfaction and long-term business relationships.

In addition, Transintertop Ltd. enjoys an advantage also through an extensive domestic and international partner network, which enables it to offer flexible and fast transportation solutions.

Through close cooperation maintained with carriers, freight forwarding companies, and logistics service providers, the company has expanded its geographical coverage and strengthened its ability to react quickly to rapidly changing market demands. This wide-ranging network not only increases the availability of services, but also improves the company's bargaining position within the supply chain.

It can be said that Transintertop Ltd.'s technological advancement, highly qualified workforce, and extensive strategic partnerships provide it with a sustainable competitive advantage. These resources together make it possible for the company to continuously grow, maintain profitability, as well as to ensure the continuous provision of services in the rapidly changing transportation and freight forwarding industry.

3.3 Threat of substitute products or services

3.3.1 Alternative Modes of Transportation (Road and Rail – Intermodal Transport)

The transport environment is becoming increasingly complex, therefore it is essential to examine the two main modes of transport: road and rail. Both forms of transportation have specific advantages and challenges, which have a significant impact on supply chain strategies and the operational decisions of companies, including Transintertop Ltd. Understanding these dynamics contributes to the analysis of market competitiveness and the application of Porter's Five Forces model.

Road transport stands out for its flexibility and accessibility, as goods can be delivered directly to the designated locations. Road freight involves lower initial infrastructure costs, and the time and energy required for individual shipments is generally lower compared to other transport modes. However, road transport poses a greater environmental burden than rail, and traffic congestion, as well as inflexibility in routing, can present serious challenges. For Transintertop Ltd., road transport is particularly advantageous for time-sensitive shipments and for fulfilling specific customer requirements, as it offers greater flexibility in logistics operations.

Rail transport, as one of the key elements of the intermodal approach, offers significant advantages for the efficient and cost-effective movement of large volumes of goods. Rail freight operates at a lower cost per ton and is more sustainable, as it consumes less fuel and emits fewer gases compared to road transport. However, rail transport offers more limited flexibility, as rail networks are confined to predefined routes, and the costs related to the development and maintenance of infrastructure can be high. For Transintertop Ltd., rail transport is particularly beneficial for bulk shipments, especially heavy or loose goods, and contributes to achieving sustainability goals.

Intermodal transport, which means the combination of road and rail transport, enables the company to utilize the advantages of both methods. The combination of road and rail allows for more flexible logistics solutions, reduces delivery times, while providing cost-effective and sustainable alternatives for meeting various transport needs. For Transintertop Ltd., this approach supports the optimization of logistics processes, reduces transportation costs, and contributes to the reduction of the environmental carbon footprint.

The combination of road and rail transport within an intermodal logistics framework enables Transintertop Ltd. to meet diverse market demands while maintaining its competitiveness and sustainability. The integration of these two transport modes is crucial for developing flexible and cost-effective logistics solutions that ensure continuous growth and long-term success.

3.3.2 Switching costs and likelihood

In the context of competitiveness analyses, particularly within the framework of Porter's Five Forces model, understanding switching costs and their likelihood plays an important role in determining the balance of power within the logistics and freight forwarding sector. Switching costs are the difficulties customers face when they wish to move from one service provider to another. These costs can appear in various forms: financial expenses, time investment, psychological or emotional effects, brand loyalty, or even fear of the unknown. For companies like Transintertop Ltd., which operate in a competitive market, considering these costs is essential to understanding customer retention and acquisition methods.

When examining the likelihood of customers switching from Transintertop Ltd. to other companies, it is crucial to take into account the importance of unique services and customer satisfaction. If the company offers unique services or products that competitors cannot provide, or not at the same quality level, it can increase switching costs and reduce the risk of customer churn. Further reinforcing forces include long-term contracts, regular shipping agreements, or loyalty programs. On the other hand, in less differentiated and highly competitive environments, customers may perceive little risk in switching, making Transintertop's market position more vulnerable. The assessment of switching likelihood is not only a matter of immediate costs but also depends on service value, quality, and trust in the brand, especially regarding reliability, adherence to delivery deadlines, and overall dependability.

Nowadays, it is especially important to consider the rapid development of technology and the emergence of an increasing number of digital platforms. Online information gathering has become significantly easier, allowing customers of logistics and freight companies to research different providers more quickly and easily. As a result, switching from one company to another has become much easier, as customers no longer need to spend hours searching or making calls. For example, the TimoCom platform provides opportunities for companies to share available freight, which significantly increases competition in the market. These online systems simplify the search and administration processes, enabling Transintertop Ltd. to find suitable transport solutions more quickly, while continually trying to adapt to market expectations.

The company also uses proprietary software developed in-house to support employee tasks. These systems are continuously improved to function even more efficiently. A key goal is to ensure fast data management, effective transport planning, and the smooth operation of all processes. Recently, the company has integrated artificial intelligence into its system, which helps, for example, in route optimization, leading to faster and more efficient decision-making.

The application of AI results in faster decision-making, better problem-solving, and cost reduction, while helping the company stay competitive in the market. For Transintertop Ltd., this technology is essential in reducing the probability of customer churn, as the company continuously adapts to the dynamically changing market environment.

3.4 Bargaining power of buyers

3.4.1 The company's main customers

In the context of Transintertop Ltd., identifying the primary customer segments is crucial for evaluating the company's market positioning and overall business strategy. Transintertop primarily operates within the transportation and logistics sectors, serving a diverse clientele across various industries. Among its key clients are manufacturing companies, particularly those in the automotive and electronics sectors, which rely heavily on efficient logistics solutions to meet production demands. These industries require a continuous flow of materials and components, and therefore, Transintertop's specialized services, such as international freight forwarding and warehousing, optimize their operational efficiency. The company's largest customers in the tire industry include Hankook and Bridgestone, both of which require ongoing logistical support for their global transportation needs.

Furthermore, retail businesses, particularly wholesalers and companies requiring logistics services, form a significant part of Transintertop's client base. As the retail sector evolves and companies increasingly require complex supply chains, these businesses seek reliable transportation partners capable of efficiently managing the continuous and timely delivery of

goods. In response, Transintertop provides tailored transportation solutions that ensure on-time product delivery, thereby enhancing the satisfaction and loyalty of its retail clients.

Additionally, public sector institutions and government agencies also form an important segment of Transintertop's customer base. These entities procure transportation services to facilitate urban infrastructure projects, humanitarian aid distribution, and other large-scale transportation solutions required by government initiatives. Moreover, other significant partners include Grundfos and Samsung, both of which also rely on Transintertop's dependable and efficient transportation services. By understanding the nuanced needs of these various customer segments, Transintertop can strategically align its service offerings, thereby strengthening its market position and cultivating long-term relationships built on trust and reliability. Overall, Transintertop's diverse client base not only highlights the company's adaptability but also underscores its pivotal role in driving efficiency and innovation within the broader transportation and logistics sector.

3.4.2 Price sensitivity and customer loyalty

Price sensitivity refers to the extent to which the price of a product influences consumers' purchasing behavior. In the case of Transintertop Ltd., understanding price sensitivity is essential for developing such effective pricing strategies that help the company's competitive advantage in the market. Consumers' price sensitivity can vary depending on different factors, for example, how necessary they consider the product or how available substitute products are, and also on the current economic environment. For example, in a highly competitive market segment where many alternatives are available, consumers may show increased price sensitivity, which makes the application of fast-reacting pricing strategies necessary to maintain market share.

In addition, customer loyalty also plays an important role in moderating price sensitivity. Loyal customers are often less sensitive to price changes, as they feel a strong emotional attachment to the brand or have previously had positive experiences with the product and the services. This loyalty creates a bond that motivates consumers to prioritize the quality of the product, the

reputation of the brand, and the overall value over the price. Accordingly, Transintertop Ltd. can strengthen its customer relationships through excellent service delivery and consistent product quality. By increasing customer engagement and strengthening the trust in the brand, the company can build protection against the pressure coming from price competition.

The interaction between price sensitivity and customer loyalty is essential for Transintertop Ltd. in order to manage its pricing strategies effectively. If customers are strongly attached to a brand, they may remain loyal despite price increases, thus the company can increase its profitability without losing its customers. Therefore, a detailed understanding of customers' price sensitivity levels and the drivers of loyalty is essential. This knowledge enables Transintertop Ltd. to develop such a strategic pricing framework that not only reacts to competitive forces but also actively supports the development of customer loyalty, thus laying the foundation for long-term success and sustainability in a rapidly changing market environment. By balancing competitive pricing with loyalty-building initiatives, Transintertop Ltd. can create a resilient business model that skillfully handles the challenges of price-driven consumer behavior.

3.5 Bargaining power of suppliers

3.5.1 Key suppliers and partnerships

In the context of Transintertop Ltd., a thorough analysis of key suppliers and partnerships is essential to understanding its competitive positioning. The company has cultivated relationships with a diverse array of suppliers, which are pivotal in maintaining the quality and efficiency of its operations. These suppliers primarily offer raw materials, components, and logistical support that are indispensable to the company's production processes. A critical factor in selecting suppliers is their ability to deliver high-quality products consistently while adhering to delivery schedules. To mitigate risks associated with supply chain disruptions,

Transintertop Ltd has established both single-source and multi-source supplier relationships, ensuring an adequate buffer during fluctuations in demand or supply shortages.

Transintertop Ltd. strategically collaborates with various partners, including technology firms and logistics companies, to enhance its operational capabilities. These partnerships are not purely transactional; they are characterized by a shared commitment to innovation and efficiency. Collaborative agreements with logistics providers enable the company to optimize its distribution networks, thereby reducing costs and improving customer service. In this regard, partnerships with technology firms are particularly relevant, as they offer advanced solutions for inventory management, order processing, and data analytics. This integration of innovative technology not only improves operational efficiency but also positions Transintertop as a responsive entity in an increasingly competitive market landscape.

Moreover, the company's active engagement in industry associations and collaborative platforms underscores its commitment to sustaining long-term partnerships. This engagement facilitates knowledge sharing and fosters collaboration that can result in enhanced product offerings and market reach. Through these strategic alliances, Transintertop Ltd not only fortifies its supply chain but simultaneously cultivates a network conducive to addressing emerging market opportunities. Therefore, the combination of reliable suppliers and strategic partnerships is paramount for Transintertop Ltd., allowing it to navigate the complexities of the market while maintaining a focus on innovation and customer satisfaction. Such a collaborative ecosystem is integral to the company's operational excellence and long-term sustainability in the competitive landscape.

3.5.2 Impact on pricing and services

In connection with the analysis of Transintertop Ltd.'s competitive environment, within the framework of Porter's Five Forces model, the impact on pricing and services bears outstanding significance. The momentum within the market fundamentally influences how the company shapes its pricing strategy and what kind of services it offers to its customers. Primarily, the threat posed by new entrants into the industry puts pressure on already existing companies,

including Transintertop Ltd., to maintain competitive prices. In order to deter potential competitors, the company may apply a pricing strategy characterized by lower profit margins, while ensuring that the quality of its freight and transport services remains high. This delicate balancing not only serves the preservation of market share but also points to the importance of operational efficiency and cost management.

In addition, the intensity of competition between existing freight forwarding and logistics companies also plays a determining role in shaping both pricing tactics and service offerings. In a strongly competitive market, price wars force companies to continuously innovate not only in terms of pricing but also through the diversification of services. Transintertop Ltd. must act within these competitive dynamics in a way that it exploits its unique offerings and shapes its services according to the differing expectations of customer needs. This may also include value-added services that improve the customer experience, and thereby may justify higher price offerings. Fundamentally, the interaction of competitive forces requires a strategic approach, in which the company must be dynamic and quickly responsive to market changes while also optimizing its pricing mechanisms.

Furthermore, the bargaining power of buyers has significant influence on Transintertop Ltd.'s pricing strategy. Due to increased access to information and the many available alternatives, customers can exert greater influence over prices. As a result, the company must pay special attention to customer satisfaction through excellent service provision, which can build loyalty and thereby create resistance against prices. The company may also consider the implementation of tiered pricing models or loyalty programs, which increase the perceived value of the service while also meeting the needs of a clientele with varying purchasing power. Moreover, the interaction between competitive forces and consumer expectations forms a pricing strategy that is essential for maintaining profitability and achieving an unshakable market position in the logistics and freight forwarding sector.

4 SWOT ANALYSIS OF TRANSINTERTOP LTD.

4.1 Strengths

Within the operational landscape of Transintertop Kft., several key strengths emerge that substantially enhance its competitive positioning, as framed by Porter's Five Forces model. Foremost among these is the company's exceptional reliability, demonstrated through the consistent, accurate, and secure delivery of transportation services. Equally critical is Transintertop's unwavering commitment to providing tailored solutions that are meticulously aligned with the specific needs of its clients. By continuously adapting its services to meet diverse and evolving customer requirements, the company reinforces strong, long-term business relationships and solidifies customer loyalty.

Another notable strength is Transintertop's proprietary internal operational system, TransIt. This sophisticated platform not only streamlines administrative and logistical processes but also directly supports employee workflows by simplifying task management and ensuring full transparency across transport operations. Constantly under active development, the TransIt system incorporates cutting-edge innovations, including artificial intelligence technologies, thereby significantly enhancing the company's operational efficiency and customer-centric service delivery.

Besides, Transintertop boasts a formidable brand reputation, cultivated through rigorous quality assurance, dependable service performance, and a consistent focus on customer satisfaction. This brand equity not only strengthens client retention but also improves the company's bargaining power with suppliers, enabling more favorable terms and elevated service standards. Strategic partnerships further bolster operational efficiencies and cost optimization, thus expanding Transintertop's market footprint.

The company's robust distribution network is another critical asset, facilitating the prompt, accurate, and cost-effective delivery of goods, which enhances overall customer satisfaction. Moreover, Transintertop's agile organizational structure and culture of continuous

improvement foster a proactive and innovative workforce capable of rapidly responding to dynamic market conditions. Collectively, these strengths position Transintertop Kft. to maintain a resilient and sustainable competitive advantage within the highly demanding logistics and transportation sector.

4.2 Weaknesses

In the internal analysis of Transintertop Ltd., using Porter's Five Forces framework, it is crucial to emphasize the external factors that may pose weaknesses impacting the company's competitive positioning. One of the most significant among these is the volatility of the political and economic environment in Hungary. Frequent regulatory changes, new taxation schemes affecting road transportation, and overall economic uncertainty directly influence the company's operations and its ability to engage in long-term planning.

Additionally, the persistently high fuel prices, particularly the rising cost of diesel, impose a substantial burden on transportation companies, including Transintertop Kft. Since fuel expenses constitute a significant proportion of operational costs, fluctuations in fuel prices have a direct effect on the company's pricing strategy and profitability. These external pressures on cost structures force the company to continuously seek opportunities for cost optimization while maintaining competitive service offerings to its customers. The labor market challenges further exacerbate operational difficulties. In Hungary, there is a decreasing number of native Hungarian truck drivers, leading to an increasing reliance on foreign drivers within the transportation sector. This shift not only generates additional costs related to wages and administrative processes but also demands greater attention to maintaining service quality and operational consistency.

In addition, broader international economic developments, such as disruptions in global supply chains and the rising costs of international shipping, also indirectly affect Transintertop's operations. Market volatility, fluctuating demand, and changes in export-import volumes present additional challenges for long-term business planning and stable growth.

Overall, the external weaknesses faced by Transintertop Kft. stem largely from political and economic uncertainties, fuel price volatility, labor market constraints, and international market disruptions. It is essential for the company to continuously monitor these dynamic factors and to develop flexible strategies aimed at mitigating risks and ensuring sustainable growth within a rapidly changing environment.

4.3 Opportunities

In the context of Transintertop Ltd., a comprehensive analysis reveals several relevant opportunities that the company can leverage to strengthen its market position and promote sustainable growth. The current state of the logistics and transportation sector offers numerous possibilities, particularly in response to changing consumer behaviors and technological advancements. The growing demand for efficient and innovative supply chain solutions highlights the potential for Transintertop to integrate advanced technologies, such as artificial intelligence and big data analytics, to optimize routing and improve operational efficiency. By investing in these technologies, Transintertop Ltd. can develop predictive analytics capabilities that not only refine operational workflows but also provide valuable insights into customer preferences and demand trends. The continuous globalization of trade presents significant opportunities for expansion into new markets. As international logistics continues to expand, Transintertop can strategically position itself in emerging economies where infrastructure development is on the rise. Through partnerships with local firms in foreign markets, Transintertop can secure a competitive advantage, facilitating smoother market entry while mitigating risks associated with cultural and regulatory differences. Additionally, the company could explore collaborations with e-commerce platforms, capitalizing on the rapid growth of the online retail sector. Such engagement offers the opportunity to enhance last-mile delivery services, a crucial determinant of consumer satisfaction.

Furthermore sustainability has become a central concern for both consumers and regulatory bodies. An opportunity exists for Transintertop Ltd. to assume a leadership role in eco-friendly logistics solutions by adopting practices such as sustainable packaging and energy-efficient

transportation methods. By implementing a green logistics strategy, the company not only aligns itself with global sustainability objectives but also enhances its brand value among environmentally conscious consumers. This strategic positioning may lead to partnerships with brands prioritizing sustainability, thereby expanding Transintertop's market presence and enabling it to command premium pricing due to its commitment to environmental stewardship. Thus, by identifying and strategically pursuing these opportunities, Transintertop Ltd. can strengthen its competitive advantage while contributing positively to its business ecosystem and broader societal goals.

4.4 Threats

In the framework of Transintertop Ltd., an analysis utilizing Porter's Five Forces framework reveals several threats that could potentially undermine the company's competitive position within the market. Firstly, the threat of new entrants remains a prominent concern. The logistics and transportation industries feature relatively low barriers to entry, making it easier for new competitors to enter the market. However, while market entry is accessible, long-term sustainability is significantly more challenging due to high operational costs and delayed return on investment. New competitors, often offering innovative solutions and competitive pricing structures, may struggle to remain in the market as the high operational costs and extended payback periods can undermine their ability to sustain operations. This situation intensifies competition and threatens Transintertop's market share.

The threat posed by existing competitors should not be underestimated. Transintertop operates in a market where both established players and agile newcomers continually enhance their service offerings. This competitive pressure necessitates a strong focus on innovation and customer satisfaction to retain clients in a sector where customer loyalty can be easily swayed by superior service delivery or more favorable terms. The proliferation of online platforms exacerbates this issue, as it facilitates price comparisons and increases market transparency, making it essential for Transintertop to effectively differentiate its services.

Forbye the bargaining power of suppliers represents another significant threat to the company's operational stability. In an industry that relies heavily on robust supply chains, any disruptions, whether caused by geopolitical uncertainties or global supply chain bottlenecks, can adversely affect service delivery and operational efficiency. Suppliers with limited substitutes have the power to influence pricing and availability, thus squeezing Transintertop's margins. The growing emphasis on sustainability and environmental considerations further complicates the company's situation, as it must navigate relationships with suppliers who increasingly voice their concerns regarding ethical sourcing and ecological impacts.

Finally, the bargaining power of buyers presents a considerable threat. As customers become more informed and discerning, their expectations rise in terms of service quality, pricing flexibility, and responsiveness. The advent of customer-centric technologies has enabled customers to switch between service providers seamlessly, amplifying the importance of customer loyalty strategies. Therefore, Transintertop must not only meet established standards but also anticipate and adapt to the evolving preferences and demands of its clientele to maintain a competitive edge in a challenging market environment.

Strengths	Weaknesses
Exceptional reliability in transport services	Political and economic volatility in Hungary
Proprietary internal system (TransIt) supporting efficiency and transparency	High and fluctuating fuel (diesel) prices impacting profitability
Strong brand reputation and customer loyalty	Impact from global supply chain disruptions and international shipping costs
Strategic partnerships improving cost efficiency and market reach	Difficulty in long-term planning due to market volatility and uncertain export-import volumes
Opportunities	Threats
Adoption of eco-friendly logistics and sustainable packaging solutions	Supplier power and disruptions in supply chains may affect operations and pricing
Strengthening brand by aligning with sustainability goals and attracting environmentally conscious customers	Regulatory and environmental compliance pressure from partners and institutions
Expansion into emerging markets through globalization and strategic partnerships	Low entry barriers in the logistics sector allow new competitors to enter easily
Collaboration with e-commerce platforms to improve last-mile delivery	Intense competition from established and agile players

Figure 5: Swot analysis

(Selmeczi-Barbara)

5 RECOMMENDATIONS AND STRATEGIC SUGGESTIONS

5.1 Enhancing competitiveness

Enhancing the competitiveness of Transintertop Ltd., a freight forwarding and transportation company, requires a multifaceted strategic approach grounded in the principles of Michael E. Porter's Five Forces model. This analysis begins with an evaluation of the competitive rivalry within the transportation sector. Transintertop Ltd. must systematically assess its competitors, particularly regarding service quality, transport capacity, and market strategies, to identify critical gaps and opportunities for differentiation. Emphasis should be placed on service innovation, operational efficiency, and the digitalization of customer relationship management to ensure that the company's offerings remain aligned with evolving market demands and technological developments. The implementation of advanced freight and logistics systems, such as real-time tracking and dynamic route optimization, can serve as key differentiators in an increasingly saturated market.

Also, the threat of new entrants is a significant factor to consider. Although entering the freight and logistics sector is relatively accessible, long-term survival is hampered by the high initial investment costs and the delayed return on these expenditures. To mitigate this risk, Transintertop Ltd. must focus on strengthening brand awareness, enhancing customer loyalty, and building a brand identity centered on reliability and service excellence. Furthermore, leveraging established logistics networks and achieving economies of scale can consolidate the company's market position, thus making market entry considerably more challenging for potential newcomers.

The threat of substitute services also warrants strategic attention, particularly in a logistics landscape where clients seek rapid and cost-effective solutions. In response, Transintertop Ltd. should invest continuously in market research to monitor emerging transportation trends and potential alternatives. Expanding its service portfolio, such as introducing express delivery options, integrated warehousing solutions, or environmentally sustainable transportation

services, could further enhance the company's attractiveness and resilience against market fluctuations.

In conclusion, strengthening the competitiveness of Transintertop Ltd. demands a comprehensive analysis of industry dynamics, accompanied by the strategic implementation of initiatives derived from the Five Forces model. By fostering innovation, reinforcing client relationships, and proactively addressing external threats, the company can better position itself to navigate the complex and evolving challenges of the freight forwarding and transportation industry, ultimately achieving sustainable long-term growth.

5.2 Innovation opportunities

In today's dynamic business environment, characterized by rapid technological advancements and shifting consumer demands, identifying innovation opportunities is paramount for transportation and logistics companies such as Transintertop Kft. The application of Porter's Five Forces model provides a sophisticated framework for understanding the competitive pressures that define the industry landscape. Through systematic analysis of these forces, Transintertop can uncover strategic and sustainable avenues for innovation that enhance its market position.

The threat of new entrants is particularly significant in the freight forwarding and transportation sector, where relatively low entry barriers and technological innovations intensify competition. Transintertop Ltd. can address this challenge by investing in research and development to create innovative logistics and transportation solutions tailored to emerging customer needs. Implementing advanced technologies, such as artificial intelligence and big data analytics in route planning, fleet management, and customer relationship management, can substantially improve operational efficiency and customer satisfaction, thereby strengthening the company's competitive advantages, as the bargaining power of suppliers and customers presents additional opportunities for innovation. A detailed evaluation of supplier dynamics can help Transintertop diversify its sourcing strategies and foster resilient, cooperative relationships that enable joint

innovation initiatives. Concurrently, a deeper understanding of customer expectations, particularly regarding delivery speed, service reliability, and environmental sustainability, can guide the development of new service offerings. For instance, by adopting eco-friendly transport solutions, such as low-emission vehicle fleets, Transintertop can align itself with global sustainability trends and enhance its brand reputation among environmentally conscious clients.

All things considered, by strategically applying the insights derived from Porter's Five Forces model, Transintertop Ltd., as a transportation and logistics company, can proactively harness innovation to not only withstand competitive pressures but also establish a leadership position in both domestic and international markets. A commitment to technological advancement, customer-centric service innovation, and sustainable operational practices will be crucial in securing long-term success and industry prominence.

5.3 Strengthening market position

Strengthening market position

Strengthening the market position of Transintertop Ltd., a freight forwarding and logistics company, requires a strategic approach grounded in the principles of Porter's Five Forces framework. The company's competitive advantage is contingent on a deep understanding of industry rivalry, supplier and customer bargaining power, the threat of new entrants, and the risk posed by substitute services.

First, managing industry rivalry is critical. Operating in a highly competitive sector, Transintertop Ltd. must differentiate its services through innovation, such as enhanced delivery reliability, advanced tracking systems, and customized logistics solutions. These strategies can help foster customer loyalty and shield the company from the impact of price wars. Additionally, forming strategic partnerships within the logistics ecosystem can expand market reach and improve competitiveness.

Second, addressing the bargaining power of suppliers and customers is essential. Diversifying suppliers can mitigate risks and optimize procurement, while strengthening customer relationships through tailored services and loyalty initiatives can reduce customer bargaining power, fostering long-term retention. Establishing barriers to entry, including brand reputation and operational efficiency, will also safeguard market share against new entrants.

Lastly, managing the threat of substitutes is crucial. Transintertop Ltd. must continuously monitor technological developments, such as autonomous delivery systems, and adapt its strategies accordingly. Investment in innovative, sustainable, and digitalized solutions will enhance service differentiation and add value for customers.

Overall, by applying Porter's Five Forces model, Transintertop Ltd. can reinforce its market position, ensuring sustainable growth and competitiveness in an increasingly dynamic industry.

6 CONCLUSION

6.1 Summary of key findings

The analysis of Transintertop Ltd. through the lens of Porter's Five Forces model provides a comprehensive understanding of the competitive dynamics within its operational environment. The evaluation offers critical insights into the company's strategic positioning and external pressures. Firstly, the threat of new entrants into the market is moderated by substantial barriers, such as significant capital requirements and the strong brand loyalty that Transintertop has developed over time. This aspect underscores the company's relative insulation from potential competition, allowing it to maintain its market share and profitability in the transportation and logistics industry.

Conversely, the bargaining power of suppliers presents a considerable challenge. Transintertop Ltd. operates within an industry where a limited number of suppliers control critical resources, such as vehicles, fuel, and other logistics equipment, thereby holding substantial leverage. Such dynamics necessitate strategic supplier relationship management and the exploration of alternative sourcing options to mitigate risks related to cost fluctuations and supply chain disruptions. Consequently, this force emphasizes the need for agile operational strategies that can adapt to shifts in supplier power.

The intensity of competitive rivalry within the sector is pronounced, with numerous transportation and logistics providers vying for market presence. This fierce competition compels Transintertop to prioritize innovation and differentiation in its service offerings. The threat of substitute services further complicates this landscape; rapid technological advancements in related fields, such as automated vehicles and new logistics solutions, could render existing services obsolete. Addressing these threats through continuous market research and development initiatives will be essential for maintaining the company's competitive edge.

Lastly, the bargaining power of customers has become increasingly significant in today's market, where informed consumers and businesses have access to extensive information about

service providers and alternatives. This shift necessitates a customer-centric marketing approach for Transintertop, reinforcing the importance of value creation and customer engagement. In summary, the application of Porter's Five Forces has illuminated the strategic imperatives for Transintertop Ltd., revealing that adaptability, supplier relationship management, and a focus on innovation will be vital for maintaining competitiveness in the transportation and logistics market.

7 APPENDICES

7.1 Results of interviews

The interviews conducted by the Head of Freight and Commercial Operations and the Managing Director provide valuable and detailed insight into the operation of Transintertop Ltd., its competitive position, strategic principles, and future development opportunities. The approaches of the two respondents coincide in most cases, which on one hand confirms the company's unified perspective, and on the other hand supports strategic planning for the future. The first question focused on the rivalry between competitors and the market competition situation.

Both interviewees agree that the Hungarian road freight transport market is extremely dense and competitive.

The Head of Freight and Commercial Operations emphasizes that the decline in freight rates further increases the pressure of competition, while the Managing Director highlights international competition, particularly within the EU's free market environment, where domestic enterprises are often forced into underpriced competition.

My second question addressed the threat of new entrants to Transintertop Ltd. and to what extent market entry is difficult for a new entrepreneur and what obstacles must be overcome. Although market entry may appear relatively easy, staying on the market may pose a significantly greater challenge – both interviewees highlight this.

High operational costs, the regulatory environment, and the shift in profitability pose serious barriers for new actors in the long term.

The third question pertained to technological and market changes, specifically how new technologies impact road transport and how Transintertop Ltd. adapts to these changes. One of the key elements of Transintertop Ltd.'s competitive advantage is its proprietary TransIT system, which is elaborated upon by both respondents.

The Head of Freight and Commercial Operations highlights the system's flexibility and internal development, while the Managing Director explains that TransIT not only simplifies administrative processes but also significantly improves efficiency, traceability, and the customer experience.

Notably, the system integrates artificial intelligence, which supports route planning and data-driven decision-making.

The fourth question related to the bargaining power of buyers, namely to what extent clients, that is, customers, influence freight rates and conditions, and how Transintertop Ltd. can build long-term relationships with its clients.

Both interviewees agree that customer price sensitivity is increasing, however, Transintertop strives to compensate for this with personalized, high-quality services and customer-focused solutions.

The Head of Freight and Commercial Operations particularly highlights the bargaining power of major clients such as Hankook, Grundfos, and Bridgestone, while the Managing Director considers the key to preserving customer loyalty to lie in nurturing client relationships, punctuality, and reliability.

My fifth question examined the bargaining power of suppliers: to what extent is the company dependent on its suppliers (e.g., vehicle manufacturers, fuel providers, parts suppliers), and how does the company manage risks related to the supply chain. The role of suppliers is also a crucial element.

The Head of Freight and Commercial Operations highlights Transintertop's stable supplier relationships (e.g., Scania, Shell), while the Managing Director stresses the importance of market-based supplier competition and securing alternative sources. Both emphasize that supply chain stability and reliable partner relationships play a key role in the sustainability of the company's operations.

My sixth and final question explored future strategy and competitiveness, namely what strategic steps Transintertop Ltd. plans to take in order to maintain or enhance its competitive advantage in the coming years.

According to the interviews, the future of Transintertop lies in innovation, digitalization, customer-centricity, and sustainability.

The company's goal is not merely to maintain its market share but also to expand its services, improve the customer experience, and base its operations on environmentally conscious principles. Labor shortages, particularly the decreasing number of Hungarian drivers, is also a common topic.

According to both respondents, Transintertop deliberately seeks to employ Hungarian citizens, thereby not only responding to labor market challenges but also improving the quality and reliability of its services.

Based on the two interviews, it can be concluded that Transintertop Ltd. possesses a unified and deliberate strategic mindset in which innovation, technological development, the nurturing of stable client and partner relationships, and the preservation of competitiveness in a challenging market environment play a central role.

The interviews complement each other and accurately reflect the company's internal coherence and long-term objectives.

(Director, 2025)

8 FINANCIAL AND BALANCE SHEET STATEMENT OF TRANSINTERTOP LTD

8.1 Analysis of Transintertop Ltd.'s 2023 Balance Sheet

Based on the annual financial report of Transintertop Freight and Transport Ltd. as of December 31, 2023, the company's financial position showed a significant improvement compared to the previous year. The total balance sheet amounted to HUF 10,095,241 thousand, reflecting a 2.85% increase from the HUF 9,815,711 thousand recorded in 2022. This growth was mainly driven by a substantial rise in equity and an expansion of current assets.

The company's equity grew from HUF 1,069 million in 2022 to HUF 3,132 million in 2023—an increase of more than threefold. This was supported by the after-tax profit of HUF 463 million, as well as the increased retained earnings and tied-up reserves amounting to HUF 585 million. As a result, the equity-to-total-assets ratio improved significantly to 31.03% (compared to 10.89% in 2022), indicating a stronger capital structure.

Current assets also increased, from HUF 4,683 million to HUF 4,859 million. Notably, fuel inventories were valued at HUF 142 million, and the company held cash and cash equivalents worth HUF 1,181 million, ensuring a stable liquidity background. Trade receivables remained high at HUF 2,607 million, which may pose some risk, yet the short-term liquidity ratio improved to 29.86% (up from 19.52% in 2022).

Long-term liabilities stood at HUF 2,033 million, while short-term liabilities totaled HUF 4,607 million. A significant portion of the short-term obligations came from trade payables (HUF 1,084 million) and liabilities to owners (HUF 815 million). Although the total liabilities decreased from HUF 8,448 million in 2022 to HUF 6,640 million in 2023, the company's level of indebtedness remains relatively high. However, the liquidity ratio improved to 73.18% (compared to 55.44% in 2022), indicating stronger short-term solvency.

The value of fixed assets rose slightly, from HUF 5,029 million to HUF 5,082 million. Real estate made up the largest share (HUF 3,012 million), followed by production vehicles and equipment (over HUF 1.2 billion), and intangible assets. Depreciation accounted for HUF 427 million, which is consistent with the size and nature of the asset base.

Overall, the 2023 balance sheet of Transintertop Ltd. reflects a stable and well-capitalized company with solid financial foundations to support future investments. Despite a decline in proportional profit relative to operating income and revenue, the growing equity, reduced debt levels, and strengthened liquidity indicate a positive financial outlook moving forward.

(e-beszamolo.im.gov.hu, 2025)

8.2 The Purpose and Analysis of the Cash Flow Statement

The purpose of the cash flow statement is to present the company's cash movements during the reporting period across three main areas: operating, investing, and financing activities. Based on the data for 2023, Transintertop Ltd. saw an increase of HUF 201.6 million in its closing cash balance, indicating a positive financial performance compared to the previous year, when a decrease of HUF 299.6 million was recorded.

Cash flow from operating activities amounted to HUF 1.28 billion, reflecting the company's stable business operations. The profit before tax was HUF 482 million, accompanied by HUF 427 million in depreciation and HUF 33 million in provisions. However, several changes influenced this segment of the cash flow, including a decrease in trade payables (-HUF 890 million), a decrease in other short-term liabilities (-HUF 319 million), and a reduction in accrued expenses (-HUF 9 million). On the other hand, the HUF 51.9 million decrease in prepaid expenses had a positive impact on the operating cash flow.

Investing activities in 2023 resulted in a total cash outflow of HUF 346.7 million. The largest item was the acquisition of fixed assets (HUF 404 million), while positive contributions came from proceeds from the sale of tangible assets (HUF 467 thousand) and the repayment of long-term loans (HUF 30.3 million).

Financing activities resulted in a net outflow of HUF 732 million. Although loans amounting to HUF 1.64 billion were taken out, these were offset by loan repayments totaling HUF 2.37 billion. This significant repayment had a decisive effect on the overall cash flow.

In conclusion, Transintertop Ltd. achieved a positive financial outcome at the cash flow level in 2023, thanks to efficient cash generation from operations. The company was able to finance its operations and investments, as well as repay its financial obligations, while also increasing its cash reserves. This development reflects the company's financial stability and its adaptability to the market environment.

(e-beszamolo.im.gov.hu, 2025)

TRANSINTERTOP Szállítványozó és Fuvarozó Kft. Cash flow kimutatás		
Megnevezés	2022	2023
I. Szokásos tevékenységből származó pénzeszköz-változás (1.-13. sorok)	745 220	1 280 346
1. Adózás előtti eredmény	309 331	482 066
- korrekciók: kapott osztalék	0	0
- korrekciók: véglegesen adott pénzeszközök	0	0
Korrigált adózás előtti eredmény	309 331	482 066
2. Elszámolt amortizáció (+)	375 878	427 115
3. Elszámolt értékvesztés és visszairás	0	2 672
4. Céltartalék képzés és felhasználás különbözete (+/-)	0	33 400
5. Befektetett eszközök értékesítésének eredménye (+/-)	936	-600
6. Szállítói kötelezettség változása (+/-)	864 842	-890 566
7. Egyéb rövid lejáratú kötelezettségek változása (+/-)	78 624	-319 508
8. Passzív időbeli elhatárolások változása (+/-)	-366 294	-9 435
9. Vevőkövetelések változása (+/-)	-544 389	3 003
10. Forgóeszközök (vevő és pénzeszköz nélkül) változása (+/-)	-192 368	23 085
11. Aktív időbeli elhatárolások változása (+/-)	523 716	-51 930
Tartalékok változása	-300 848	1 599 990
12. Fizetett, fizetendő adó (nyereség után) (-)	-4 208	-18 946
13. Fizetett, fizetendő osztalék, részesedés (-)	0	0
II. Befektetési tevékenységből származó pénzeszköz-változás (14.-18. sorok)	-1 321 360	-346 669
14. Befektetett eszközök beszerzése (-)	-2 550 687	-404 082
15. Befektetett eszközök eladása (+)	5 135	467 270
16. Hosszú lejáratra nyújtott kölcsönök és elhelyezett bankbetétek törlesztése, megszüntetése, beváltása	5 449	30 301
17. Hosszú lejáratra nyújtott kölcsönök és elhelyezett bankbetétek	0	-16 113
18. Kapott osztalék, részesedés (+)	0	0
Befektetett eszközök selejtezése	50 335	0
Beruházás állományváltozása	1 168 408	-424 045
III. Pénzügyi műveletekből származó pénzeszköz változás (19.-27. sorok)	276 560	-732 066
19. Részvénykibocsátás, tőkebevonás bevétele (+)	0	10
Jegyzett, de be nem fizetett tőke bejegyzése	0	0
20. Kötvény, hitelviszonyt megtestesítő értékpapír kibocsátásának bevétele (+)	0	0
21. Hitel és kölcsön felvétele (+)	277 347	1 637 274
22. Véglegesen kapott pénzeszközök	0	0
23. Részvénybevonás, tőke kivonás, (tőkezállítás) (-)	0	0
24. Kötvény és hitelviszonyt megtestesítő értékpapír visszafizetés (-)	0	0
25. Hitel és kölcsön törlesztés, -visszafizetés (-)	0	-2 369 350
26. Véglegesen átadott pénzeszköz	0	0
27. Alapítókkal szembeni, illetve egyéb hosszú lejáratú kötelezettségek változása	0	0
IV. Pénzeszközök változása (I. + II. + III.)	-299 580	201 611
28. Devizás pénzeszközök átvértékelése	0	0
V. Pénzeszközök mérleg szerinti változása (IV. + 28.)	-299 580	201 611

(e-beszamolo.im.gov.hu, 2025)

Figure 6: Cash flow

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