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## **Business processes through a mechanism to increase their efficiency in industrial facilities based on outsourcing**

**Abstract:** *the study of problems associated with the dynamics and fluctuations of the economic environment requires the continuous development of the project, which is a complex and multifaceted phenomenon that has identified many unresolved problems, especially in light of crises. The choice of other business processes for outsourcing is an important problem, the solution of which depends on the efficiency of the development of industrial enterprises. They require continuous development and improvement of the system for organizing the activities of the enterprise, the development of new, progressive management forms and methods that can reduce and reduce the impact of negative factors on its development indicators. This is especially true for industrial enterprises. The problems of low competitiveness of industrial enterprises, limited resources for their effective performance, low level of human resources require changes in economic activity using effective management methods, high efficiency of business processes and increased competitiveness of business entities, which should become the basis for the formation of new models of economic activity of industrial enterprises on The basis of the composite model is the selection of the optimal outsourcing, which provides an increase in the efficiency of the production process of the industrial enterprise.*

**Keywords:** *business processes, outsourcing, management, enterprise, competitiveness.*

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## **НАУЧНЫЕ ИССЛЕДОВАНИЯ СОВРЕМЕННЫХ БИЗНЕС-ПРОЦЕССОВ ЧЕРЕЗ МЕХАНИЗМ ПОВЫШЕНИЯ ИХ ЭФФЕКТИВНОСТИ НА ПРОМЫШЛЕННЫХ ОБЪЕКТАХ НА ОСНОВЕ АУТСОРСИНГА**

***Аннотация:** изучение проблем, связанных с динамикой и колебаниями экономической среды, требует постоянного развития проекта, который представляет собой сложное и многогранное явление, способное выявить множество нерешенных проблем, особенно в свете кризисов. Выбор различных бизнес-процессов для привлечения сторонних ресурсов является важной проблемой, от решения которой зависит эффективность развития промышленных предприятий. Они требуют постоянного развития и совершенствования системы организации деятельности предприятия, разработки новых, прогрессивных форм и методов управления, способных снизить и ослабить влияние негативных факторов на показатели его развития. Это особенно актуально для промышленных предприятий. Проблемы низкой конкурентоспособности промышленных предприятий, ограниченности ресурсов для их эффективного функционирования, низкого уровня человеческих ресурсов – все это требует изменений в экономической деятельности с использованием эффективных методов управления, высокой эффективности бизнес-процессов и повышения конкурентоспособности хозяйствующих субъектов, что должно стать основой для формирования новых моделей хозяйственной деятельности промышленных предприятий. В основе сложной модели лежит выбор оптимальной замены ресурсов, которая обеспечит повышение эффективности производственного процесса промышленного предприятия.*

**Ключевые слова:** бизнес-процессы, замена ресурсов, управление, предприятие, конкурентоспособность.

### *1. Introduction*

The current stage of economic development is characterized by a constant increase in competition and instability in all areas of activity.

Firms, wanting to improve their activities, reduce the number of jobs performed in industrial enterprises. These features determined the need to develop new approaches to effective quality management for the development of industrial enterprises.

By ensuring the smooth functioning of the internal structure of enterprises and organizational changes aimed at adapting an industrial enterprise to the effects of the external environment. Outsourcing has become one of these forms, the economic core of which is the system of relationships that arise when the client company transfers some of its activities to specialized companies on the basis of long-term contracts.

Nevertheless, the market for outsourcing services is only gaining dynamic development, and the need for scientific research is becoming more and more urgent, with the aim of creating theoretical and applied foundations for organizing the outsourcing of business processes in industrial enterprises. In addition, the lack of theoretical and practical developments in this field, and the impossibility of practical use of many of them determined the choice of research direction.

Based on the analysis of literary sources, it can be concluded that a lot of work has been devoted to the development and management of an industrial enterprise and the problems of using outsourcing. Paying tribute to the significant scientific heritage of scientists, it should be noted that the development of methodological support for assessing the effect of using outsourcing services in an enterprise is not given due attention, which justifies the relevance and choice of this topic. The essence of the concept of outsourcing lies in the transfer of the execution of enterprise processes to specialized performers to provide strategic advantages.

Literature review

Strategic advantages can be: the ability to focus on key competencies, the most rational distribution of fixed assets, saving current resources, access to the latest technologies, the ability to attract highly qualified specialists, increasing the speed of entering new markets, etc. In a strategic perspective, the use of outsourcing is aimed at gaining a strong position in the market, which, in particular, is expressed in creating a positive image of the enterprise, expanding the circle of consumers, maintaining long-term business relations with contractors [1, p. 122].

Outsourcing always means participation in the performance of corporate governance functions that specialize in a particular type of activity [2; 3]. When deciding to use outsourcing, an enterprise sets itself goals such as improving quality at constant production costs; price reduction while maintaining the current level of quality by reducing production costs; increasing the financial stability of the enterprise by minimizing costs while maintaining the current level of quality. Nevertheless, the value of outsourcing lies in strengthening the position of the enterprise in a competitive market [4, p. 57].

The transfer of functions makes sense if the difference between the costs of independent implementation of functions and the cost of the provider's services exceeds the planned costs of non-core business processes [5, p. 122].

In the dissertation of A.V. Sofrikova – the forecast economic effect and the actual economic effect from the implementation of business process outsourcing are calculated based on an assessment of the cost of performing the business process on its own, taking into account possible growth due to various factors, the fixed cost of performing the business process of outsourcers, the savings arising from as a result of reducing semi-fixed costs in the implementation of a business process on its own and profit from the sale or leasing of property used in the implementation of business processes [7, p. 16].

The result is savings from the introduction of outsourcing in customers for a certain period of time (1 year) [7, p. 16]. But it has the following disadvantages: in the composition of expenses in the case of the implementation of the process on its own and in the case of transferring the implementation of the process to a third-party enter-

prise, various authors include different types and cost items, which affects the formation of the effective indicator; the impossibility of conducting a comparative analysis; only a quantitative indicator of performance evaluation is taken into account.

## 2. Research Methodology.

Production outsourcing of business processes is divided into outsourcing of the main business processes and outsourcing of auxiliary business processes, which allow you to more specifically represent and more accurately highlight business processes [6; 8]. Production outsourcing by type is divided into outsourcing of the main production and outsourcing of auxiliary production [9, p. 88]. The implementation of the outsourcing process in an enterprise provides for such sequence of stages in Figure 1.

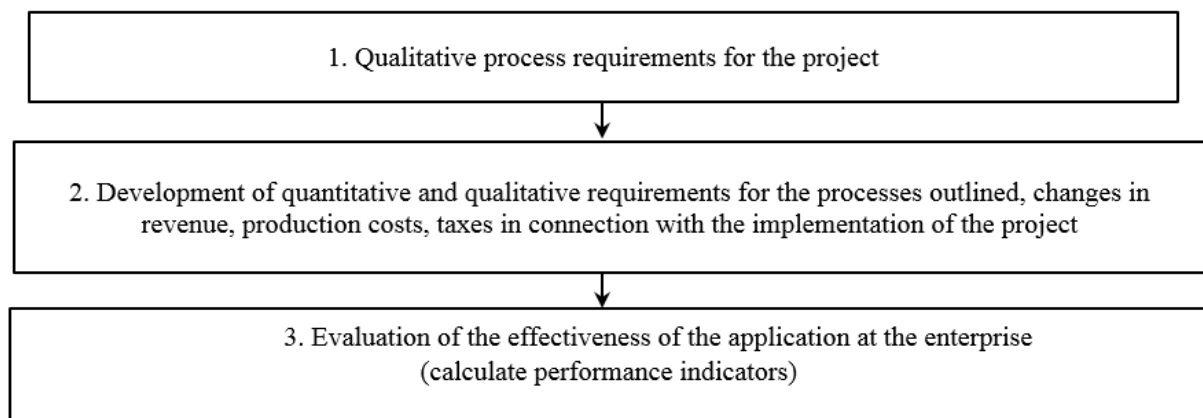


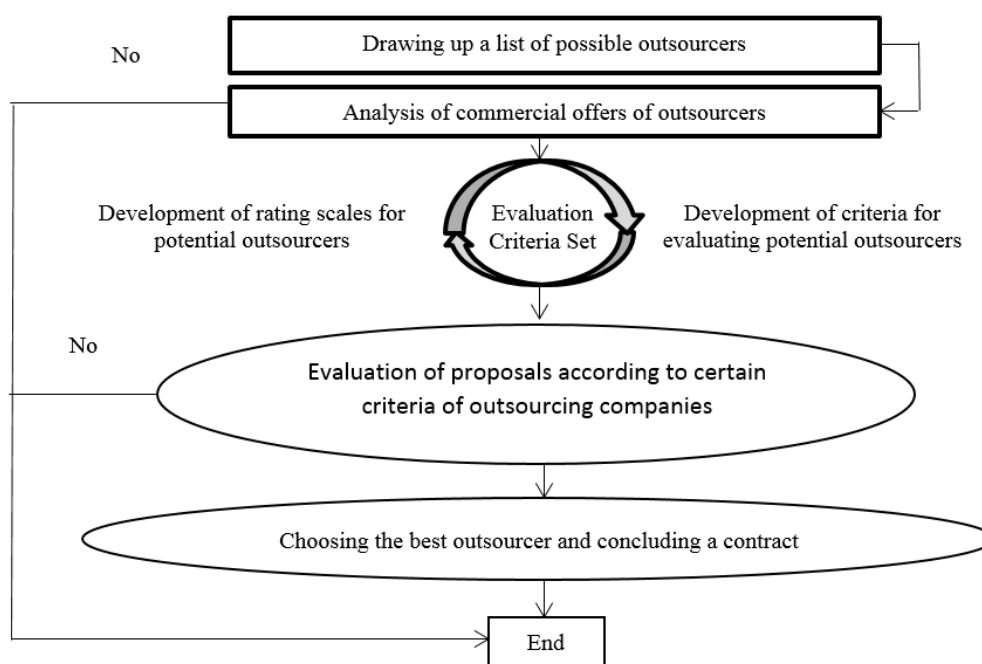
Fig. 1. Outsourcing Process Sequence Stages.

Adapted from Qisev, & Cikoliova (2012)

After analyzing the essence of the proposed approaches, we believe that the considered procedure for implementing the stages of business processes does not include the definition of key competencies and bottlenecks in the enterprise.

In the case of independent research by the enterprise, it should be carried out in the following areas: analysis of the potential of the outsourcing services market in order to meet the demand for the performance of the function in the required volume; analysis of the possibility of forming a competitive market for outsourcing services for the performance of a function; clarification of the market value of functions transferred to outsourcing; forecast for the development of the outsourcing services market.

The general model for choosing the optimal outsourcer is as follows in Figure 2.



Source: developed by the author

Fig. 2. The optimum process for selecting an outsourcer

Based on the practical use of the proposed mechanism, preliminary requirements for a potential outsourcer are formulated for quality management of the development of an industrial enterprise: when evaluating an outsourcer, it is necessary to take into account both the cost of services declared by the supplier and the planned amount of business processes; substantiation and use of methods that ensure the choice of the optimal set of significant parameters for the implementation of the outsourcing management mechanism in the enterprise; evaluating the effectiveness of the chosen and implemented strategy, tracking changes and adjusting management decisions based on experience gained, changing conditions, new ideas and opportunities.

### Results

As part of the work at this stage, it is necessary to develop a plan for organizational, structural and other administrative changes related to the transfer of activities to outsourcing, and appoint responsible persons for resolving technological issues within the framework of the outsourcing contract, for interaction with the outsourcer.

The result of the work at this stage will be a decision to make changes related to the transfer of the function to outsourcing. At the end of this stage, the optimization of

the enterprise's activities takes place; the released resources are redistributed to perform other functions or activities).

Such an assessment should be carried out taking into account both explicit savings (due to a reduction in resource consumption) and hidden savings, primarily associated with a reduction in the number of objects of management and control. At the same time, when making a positive decision on the transfer of a particular function to outsourcing, it is important to remember the need for ongoing monitoring of the effectiveness of outsourcing.

Depending on the results of the assessment, it is possible either to continue monitoring the outsourcing activities or to terminate the outsourcing contract.

### *Conclusion*

In general, the above model for evaluating the effectiveness can be used for a wide range of outsourcing agreements based on the possibility of its modification and distribution and customization to assess the effects of outsourcing agreements of any types of services, through the implementation of successive stages: analysis of factors of external development of an industrial enterprise; search for a reference enterprise; evaluation of options for improving production processes in terms of quality, effectiveness and efficiency.

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