

THE SPECIFICS OF OUTSOURCING COMPANIES IN THE REPUBLIC OF BELARUS

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For many Belarusian enterprises, the problem of modernizing production technologies, updating the product line, promoting products on the market is urgent. According to experts, the share of non-core assets in the structure of Belarusian companies is more than 15 %, and for some enterprises this figure reaches 40 %.

To raise the economic efficiency of large enterprises, their restructuring is carried out with the removal of non-core units from their composition: transport, repair, construction, tool and other shops, including many auxiliary services. The most popular services are: industrial food, professional cleaning of premises and territories, operation of buildings and structures. Their functions on an outsourcing basis can be performed more efficiently by a number of third-party small specialized enterprises.

Currently, outsourcing of business processes covers a wide range of non-core functions of various enterprises. Companies began to worry that it took a lot of time and resources, and in order to optimize their activities, they began to involve professionals in the management of non-core assets.

There are both external and internal reasons for transferring non-core assets to outsourcing. External causes include the following: transition to specialization; increase in the capitalization of the business; increasing the attractiveness of the enterprise in the eyes of the investor; access to the international financial market; transition to the world standards of management and audit.

Internal reasons include such things as: the complexity of evaluating the effectiveness of units because of their large number; diversion of significant investments in non-core assets; insufficient dynamics of non-core business development; high cost of non-core products; low quality of non-core productions.

At the moment, the large industrial enterprises of the Republic of Belarus are just beginning to carry out their own restructuring, allocating non-core assets from their structure - both unrelated to the main activity and closely related to the main production. Among the most active consumers of production and economic outsourcing can be identified large enterprises of the fuel and energy complex, metallurgical, chemical and transport enterprises.

A concrete example of the use of outsourcing in our country is the state concern Belneftekhim. Enterprises of the concern are working on the withdrawal of auxiliary units for outsourcing. Thus, JSC "Grodno Azot" created unitary enterprises "AzotStroj", "AzotRemStroj" and "AzotSpetsTrans". JSC "Gomel Chemical Plant" and JSC "SvetlogorskKhimvolokno" implement measures for the reorganization of companies by allocating unitary enterprises. JSC Mogilevkhimvolokno also began work on the reorganization of the society by allocating a unitary enterprise "Mechanical Repair Plant" [1].

Consideration of outsourcing in the key of the Belarusian realities allowed to identify two main areas of existing problems of outsourcing application in the domestic industry:

The economy of Belarus, for various reasons, still in many cases allows inefficient business conduct and, accordingly, business decisions that are not based on performance estimates.

The explanation of this phenomenon can be found in the fact that the development of outsourcing in Belarus is hampered by the following objective circumstances:

1) the business of Belarusian enterprises was not always formed on the basis of economic considerations, and often the organization of production did not comply with market economic principles;

2) the level of development of outsourcing service providers is insufficient to ensure the quality required by the enterprise;

3) the legal environment does not allow us to establish confidential relations with outside organizations from the first contacts. The imperfection of the legal environment in which the activities of the customer and the outsourcing service provider are carried out have a significant impact on the outsourcing distribution in Belarus.

As for the prospects of outsourcing, then, undoubtedly, in the conditions of active economic growth, the ongoing process of restructuring specific enterprises, this type of business will develop. According to experts, a surge in outsourcing in the Belarusian industry can be expected in the near future. Large companies will use non-core funds to optimize the use of resources. Doubts about the use of outsourcing completely disappear only when the issues of competitiveness and profitability of the company will depend not only on reducing costs, but also on the effectiveness of specific business processes.

Thus, in the Republic of Belarus there are all prerequisites for the active implementation of a new outsourcing strategy. However, for its successful application, it is necessary to take into account not only the usual difficulties in the world practice of transition to outsourcing, but also the Belarusian specificity: underdevelopment of the market, imperfection of legislation and weak culture of contractual relations. The obvious advantages that outsourcing brings, suggests its rapid growth in Belarus in the near future, because gradually comes the realization that outsourcing is an effective way to reduce costs, access to the latest technologies and the opportunity to concentrate on the conduct of its core business.

List of references

1. The organizations that are members of the concern are considering the issue of transferring auxiliary and service units to outsourcing / Concern "Belneftekhim". – Access mode: <http://www.belneftekhim.by/press/news/ef326a21591a63ad.html>. – Date of access: 03.30.2018.