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THE ESSENCE OF OUTSOURCING AS AN ORGANIZATION-ECONOMIC PHENOMENON

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The article presents the results of investigation of the essence of outsourcing, its advantages and disadvantages, the feasibility of outsourcing of the customer services. Particular emphasis is placed on the multitude of management and related socio-economic relations arising in the process of managing the development of IT outsourcing services in the Republic of Belarus.

In order to increase competitiveness and survival in a competitive environment, improving innovative attractiveness, organizations need to develop all sorts of methods to increase the efficiency of operation and cost optimization. One way of raising their performance is outsourcing. In foreign literature, the problem of raising the effectiveness of the organizations using outsourcing is given a great deal of attention, what indicates the practical relevance of this issue. However, in the Republic of Belarus problems, connected with the development of outsourcing management systems, and also interrelation of outsourcing and the organizational effectiveness, are not paid enough attention.

Most authors agree that outsourcing – is the transfer of some functions to external management. Describing outsourcing, authors characterize this concept from different angles: from the point of view of the management strategy as a form of cooperation or as a method of optimizing the organization activity. In

determining the nature of outsourcing most important are criteria such as the delivery of different business processes in external management and method of optimization business activity. Therefore, way to the most reasonable interpretation of outsourcing is seen to be the following – the way of optimization the organization activity by focusing on the main subject and the transfer of non-core functions and corporate roles to external specialized companies [1, P. 3]. Unlike subcontracting – outsourcing is a management strategy, but not just the kind of partnership, it supposes special restructuring of internal operations and external relations of the organization. The concept of outsourcing is reduced to three basic principles:

- 1) every one should mind their own business and be able to concentrate on it;
- 2) the solution of concomitant problems may be delivered someone, who can cope with them better;
- 3) such distribution saves customer money and gives revenue to performer.

Traditionally, it is thought that on the outsourcing should be transmitted only secondary, peripheral functions, non-critical for the competitiveness of the organization, while the primary activity of giving long-term competitive advantage must be rigidly controlled and carefully protected. The conventional wisdom is that you should never pass functions, based on skills and knowledge, such as product design, service creation, development of technology, customer service and logistics. Practice shows that the organization should left in its competence, flexible, long-term basics, which provide the ability to adapt and evolve; unique resources in the value added chain; activity in which dominates; elements that are important for interaction with regular consumers in the long run. In addition, the organization should left in its run features built into the organizational culture and , to a large extent , depend on the creativity , dedication , initiative staff , as well as those which involve external qualified specialists.

Outsourcing can be classified by content transmitted functions to outsource. Also transferred business processes are classified in terms of their relationship to the core business of the organization and are divided into major and minor. If classified outsourcing by the kind of activities, which include transmitted processes, we can distinguish the following most common types of outsourcing: business process outsourcing, IT outsourcing, manufacturing outsourcing, logistics outsourcing and legal outsourcing.

Based on this study can be formulated conditions for effective organization of outsourcing: the right choice of the business process to transfer outside operator, the correct definition of power transmission process outsourcer, identifying the right combination of market and non-market methods in dealing with the outsourcing; outsourcer right choice; correctly written contract of outsourced collaboration. Summarizing all the benefits of outsourcing, it is possible to highlight the most significant: reducing costs, focus on core activities and increase the investment attractiveness of organizations. Despite all these advantages, outsourcing process has several disadvantages: lack of professionalism of the staff of the outsourcing company, the presence of risks of violation of safety of property, security and leakage of confidential information. Therefore, at the conclusion the contract with outsourcers must be taken so that it minimizes the risks of transfer functions. To do this, it should be short-term in the initial stage, to identify all the hidden costs, and provide continuous monitoring and interaction with outsourcers. In addition, it is necessary to foresee the possibility of a permanent contract encouragement performers and besides the loss of order in the case of the outsourcing poor performance it should provide a strategy «win-win» (the winner is the one, who thinks not only about themselves, but also about your opponent), that means strategy for effective interaction between the parties. The contract should be flexible enough in order to the provided services were changed along with the conditions, in this case standard contracts should not be signed (especially with the need to introduce unfamiliar technologies), because there may be hidden costs.

Urgent problem of domestic organizations related to the implementation of business process outsourcing is considerable professional staff of a sphere , which must be fired, and still be sure that new performers can cope with certain tasks better and cheaper than laid-off workers . Thus, when creating a new organization or restructuring already operating, it is necessary to calculate all the possible scenarios and choose the best way. And it is not necessary that the choice should fall on outsourcing, since it does not solve all the problems, but only one of many ways to optimize operations.

Due to the widespread use in Belarus various modifications computers worth to elaborate on outsourcing IT services. The IT outsourcing usually is defined as the transfer of the contractor some part or all the functions to manage or support of internal information resources [2, p. 58]. Reasons for IT outsourcing can be different from considerations of economic expediency to the desire to get rid of the routine processes. In this case we can talk not only about saving money, but also time, human and technological resources. In the Republic of Belarus to the IT services include everything related to computer technology, from maintenance and repair of computers and peripheral equipment to the design, development and implementation of automated systems [3, p. 10]. It is important to understand that outsourcing – this business model, which should solve the defined goals and

objectives depending on the situation and business strategy. Impetus to the process of outsourcing frequent can be major changes in the business: the creation of new companies to enter new markets, development of new businesses. In such cases, the advisability of concentration on core activities and transmit professional partner auxiliary functions is quite evident [1, P. 3]. If the company is developing rapidly, creating new branches, the transition to outsourcing is beneficial for it, since it will quickly provide the necessary IT infrastructure without significant investment and expansion of staff of IT professionals and thus concentrate on core activities.

In the world there is a huge number of IT service providers, but let's have a closer look at the Belarusian market of IT services. EPAM Systems and IBA Group – two major companies with 1,200 and 1,500 employees in the Republic of Belarus, respectively, whereas the next region outsourcer – Luxoft (Russia) has about 850 employees. In addition, a leading company, resident and founder of Belarusian high-tech park EPAM Systems opened offices in 31 countries, annual sales volume exceeding U.S. \$ 160 million. It is worth noting, and other high-tech park residents: IT Park, IBA-Gomel (Group IBA), Itransition, Exigen Services, Intetics. These companies can also be attributed to the large , but of the ground mass (about 74%) still account for small firms with the staff of 15 or fewer people [4, P. 29] .

Thus, outsourcing is an effective way to reduce costs, to access of the latest technologies and the possibility to concentrate on running the core activities. Domestic organizations that provide outsourcing services are generally not yet had expressed this business in a separate direction, but the trend of growth in demand for outsourcing in the Republic of Belarus is beginning to create a favorable environment for its successful implementation. Advisable to implement a policy of outsourcing when you create a new organization or its affiliate, as this model is most justified concentration on the core business and lower costs for the maintenance of a business process. It is possible to reduce the costs, if the contractor requires a reasonable price for their services and the quality of these services meets the requirements of the contracting authority that wants to streamline its activities. Obviously, this is possible in a competitive environment, where there are many service providers , each of which cares about its reputation, establish competitive prices and provide quality services. In Belarus, the market of IT industry is competitive, but the massive use of IT outsourcing is not observed. A possible reason may be the large number of new firms, and low level of awareness about the benefits of outsourcing.

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SPECIFIC HOTEL SERVICES: BELARUS IN THE CONTEXT OF WORLD EXPERIENCE

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In the article the peculiar services provided by hotels are studied. The author dwells on the world experience, presents detailed examples of unusual services provided by different hotels to attract visitors and make their stay as comfortable as possible. Belarus experience is examined in the context of the world practice. The scientific significance of the findings is defined by the recommendations given by the author.