

USE OF OUTSOURCING AT ROAD TRANSPORT ENTERPRISES IN THE FORMATION OF INNOVATIVE ECONOMY

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ABSTRACT

The article highlights issues related to the use of outsourcing, analyzes the advantages and disadvantages of outsourcing, indicates the possibility of using outsourcing. The concept of outsourcing was developed in 1963 by the electronic information system specialized in information technology outsourcing or IT outsourcing as the principle of a new management strategy. However, outsourcing was the subject of scientific research only in the 1980s and 1990s.

KEYWORDS: *outsourcing, strategy, vehicles, resources, costs, income.*

INTRODUCTION

When forming an innovative economy, prompt economic decision-making is required when solving managerial issues in business. Strong competition forces business leaders to actively use all available technological potential, attract more skilled labor, and introduce innovations without delay.

The concept of outsourcing was developed in 1963 by the electronic information system specialized in information technology outsourcing or IT outsourcing as the principle of a new management strategy. However, outsourcing was the subject of scientific research only in the 1980s and 1990s. Since the middle of the last century, as a result of joint research of economists and practitioners, literature has appeared on the optimal outsourcing strategy, various models, as well as various aspects of the use of outsourcing in a company. Today, outsourcing is a bit more advanced than it was in the 90s, and the concept has changed. [1]

Many works of foreign and domestic authors are covered, including E. Aksenov, E. Anderson, B. A. Anikin, J.-Louis Bravarre, L. A. Vasilenko, Peter Gottschalk, David P. Doyle, M. Donnellan, Edward Yordon, S.M.Kazantseva, S.Kalendzhyan, S.Clemens, Dean Lane, Margaret May, D.M.Mikhailov, T.V.Nikonova, Yu.G.Odegov, W.Ross, A.Rob, Hans Soli -Seter et al. They considered outsourced functions only in terms of business processes or production cycles. In the works of scientists and specialists in the field of management, economics and finance of road transport, for example, A.B. Andreev, A.N. Bessonova, N.P. Veretennikov, S.N. Gonchar, B.M. Lapidus, V.P. .Shabalina and others covered issues related to the introduction and subsequent implementation of outsourcing in road transport.

However, for all the merits of these works, less attention has been paid to the methods and tools used to determine the success of outsourcing at the application stage. This topic, identified in this regard, is relevant and requires appropriate research. [2]

MAIN PART

Outsourcing (external outsourcing (using external sources and resources) is the performance by an organization of certain types or functions of the production activities of another company operating in any area under a contract. Outsourcing allows, through the use of organizational, financial and human resources, to concentrate on activities that do not require attention or aimed at improving the efficiency of the enterprise and the development of new directions.

In Uzbekistan, outsourcing is widely used in such industries and sectors as accounting services, translation services, transportation services, development of computer networks and information infrastructure, advertising services and security. [3]

The development of the economy in the country expands the scope of outsourcing. Outsourcing refers to the use of external resources on a contractual basis, that is, the services of enterprises providing outsourcing services. outsourcing of vehicles - is determined by the correct distribution of tasks in the fleet. Paying too much attention to additional or non-essential features is just pointless. It is most effective to delegate these tasks to others.

The most important advantages of outsourcing, including outsourcing, are the reduction of organizational costs and, at the same time, the improvement of the quality of services. In addition, it does the following:

- The release of part of human resources from their duties and their direction to more useful tasks, which leads to an increase in the quality of the main activity;
- The time and efforts of employees to solve problems with vehicles will be excluded.

Features of vehicle outsourcing. Any business leader who owns a fleet will have a choice: drive their own vehicles or use outsourcing services. No matter how large an enterprise is, if its main activity is not related to transport, it will not be able to understand all the processes of transport service. [4]

Practice shows that in the production process of enterprises using outsourcing, the productivity of the enterprise has significantly improved, which means that incomes have also increased. This is due to the fact that simple, material and human resources are not "scattered", but concentrated on the main activities.

Today, outsourcing is actively used by large and small businesses. The advantages and disadvantages of outsourcing are listed in the table below.

TABLE 1 ADVANTAGE AND DISADVANTAGES OF OUTSOURCING

Advantages	disadvantages
1.Focus on core activities; 2. The costs of external resources will be reduced, risks will be reduced due to collective	1. Loss of control over outsourced tasks; 2. The enterprise has the risk of information flow;

<p>investments;</p> <p>3. The quality of products will increase;</p> <p>4. There is no need to have available mobilization tools for investing in secondary activities;</p> <p>5. Increasing labor productivity by focusing on the core business and efficient use of human labor.</p> <p>6. Carrying out "team" work using outsourcing, since each specialist has limited knowledge and skills;</p> <p>7. Using the latest technology.</p>	<p>3. Poor work of the outsourcing organization reduces the quality of products;</p> <p>4. If cash flow related tasks are outsourced, this results in revenue sharing;</p> <p>5. Profitability depends on the profitability of the manufacturer.</p>
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Output

Four main economic reasons for switching to outsourcing

1. Cost reduction
2. Converting fixed costs to variables.
3. Effective implementation of activities
4. Reallocation of resources

Outsourcing some functions is a key indicator of cost reduction. This may be due to direct costs, i.e. the main production process and indirect costs. You can outsource some of the cost saving functions and use the services of a specialized organization, and inevitably the specialized organization will have practical experience.

There are two aspects to moving from fixed costs to variable costs. First, additional costs are reduced due to the ready-made infrastructure of another organization (costs for ensuring the activities of its divisions, for example, capital construction costs and wages).

Secondly, there is a redistribution of risks, some of which is transferred to the organization involved. Thus, when concluding outsourcing contracts, payment for the work performed by the relevant organization will depend on specific results. In addition, this organization has the opportunity to reduce commissions for overfulfillment of sales volumes. [5]

Efficient performance of activities ensures professional service by the service provider, regardless of the types of services provided (payment of wages, development of local computer networks, renovation of buildings, etc.). At the same time, cost reduction will depend not only on an increase in the volume of work performed, but also on the use of alternative approaches in organizing such a process.

The redistribution and distribution of resources solves the problem of preserving and increasing the resources that are most important for the company today.

Fleets after Outsourcing:

1. Shipping costs can be reduced by 10-25%.
2. Businesses seek intensive participation in key activities.
3. Transport security will rise to a new level, which will inevitably lead to an expansion of the customer base.
4. Acceptance of letters with complaints from employees of state bodies, in particular, traffic police officers will be suspended.

The use of outsourcing services has proven to be an effective tool for increasing the competitiveness of an enterprise and is widely used abroad.

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