

АРЕНДА РАБОЧЕЙ СИЛЫ (АУТСОРСИНГ): КАК И ПОЧЕМУ OUTSOURCING: HOWS AND WHYS

В данной работе дается определение понятия аутсорсинга, рассматриваются причины, по которым компании передают часть работ, услуг или процессов на исполнение внешним организациям; приведены сферы деятельности, в которых аутсорсинг наиболее часто применяется. На примере двух компаний показана целесообразность использования аутсорсинга.

Why does the trendy concept of outsourcing continue to confuse everyone? Is it a question of companies not knowing what they are missing? Or does the very idea imply a degradation of workers' rights? Let's try to understand it.

Outsourcing is the delegation of a business process to an external service provider. The service provider will then be responsible for the day-to-day running and maintenance of the delegated process.

Print/design is the activity most often outsourced, with 37% of organizations outsourcing this area of their business. IT, manufacturing, telecommunications and service maintenance come next with between 15-17% of organizations outsourcing these activities. Unsurprisingly, core activities like marketing, sales, HR are outsourced less often than support activities. Nevertheless, a substantial 6-8% of organizations outsource these activities. The outsourcing of core functions like this demonstrates how important the trend towards outsourcing has become in the UK [1].

The main principle of outsourcing goes as follows: "You specialize in the activities for which you have a comparative advantage. However if you lack expertise or you need a wide range of expertise you contract out such activities thus relying on the services provided by outsiders."

The IT giant Microsoft can be held as a textbook example - the complete process of manufacturing their products is outsourced to other businesses. They outsource a lot of areas, including global helpdesk, which is outsourced to Hewlett Packard, but the one, which is the most interesting, is that Microsoft doesn't even maintain their own desktop environment at their own headquarters campus. The reason for this is that the management of operating desktop environment is completely different from the skill associated with designing, developing and marketing products. Moreover, for them outsourcing is the right decision because in the end it will prove much cheaper. Microsoft has been able to get to the point at which they say, "We don't even think we should be maintaining our own desktop environment at our own headquarters" [2].

One of the areas in which outsourcing is widely used is human resources outsourcing. HR outsourcing includes staff leasing and outstaffing. Outstaffing means that the provider officially recruits some new employees for the client company. This might be done by putting new staff on a probation period, because they are only needed for temporary projects, or because the company possesses a limited budget. Unlike leasing when the provider looks for personnel, outstaffing lets companies find the appropriate staff themselves while still employing them through the provider [3]. Companies that outsource their personnel do not need to provide them with HR administration or include them in the payroll, they do not provide insurance but instead focus on what they want to achieve.

There are many reasons for which companies outsource various jobs including: the lack of existing skills to complete a process, to replace a poor internal service (may have nothing to do with lack of skills), resources are not available in-house to complete the process, the process is difficult to manage (in general or due to business growth), the process may be performed better/cheaper by

other services, you require your employees' time elsewhere in the business, the process may not contribute to competitive advantage [4]. But the most prominent advantage seems to be the fact that it often saves money. Many of the companies that provide outsourcing services are able to do the work for considerably less money, as they do not have to provide benefits to their workers. With the outsourcing a large amount of resources and attention that might fall on the shoulders of management professionals can be used for more important, broader issues within the company.

Outsourcing has many advantages. It allows a business to focus on core activities, streamlines business' operations, gives you an access to professional capabilities, shares the risk, makes sure that the process is in good hands (provides reliability). Managers do not have to worry about introducing new technologies continually. Outsourcing also improves service quality, frees up human resources, frees up cash flow, increases the control of your business, makes the business more flexible to change.

Over the past few years outsourcing has become a buzzword in Russia. Basically, anything that you may consider a business 'process' can be outsourced. Below there are a few examples where outsourcing can be introduced: marketing, Web design and maintenance, Web hosting, IT maintenance, manufacturing, accounts, recruitment, switch board (telephone answering), logistics, distribution of newsletters, mail shots, editing of articles, newsletters [4].

In the labor market of Russia outsourcing was first applied in Norilsk Mining Company. A team of young managers and financiers was put in charge of Norilsk Nickel. They had to face up to grim reality: the employees had not been paid for ages and the company which turned out thousands of tonnes of copper had run into an enormous debt. Outsourcing solutions helped the new executives to find the way out. They outsourced the revision of their expenditures, which resulted in some important findings. A cleaner working at the headquarters of Norilsk Nickel earned more than a well-qualified shaft sinker, and the executives' chauffeurs had a much higher salary than their counterparts working elsewhere. Within a year Norilsk Nickel was transformed into a purely mining company. They outsourced all their non core activities such as catering, accounting, maintenance and centralized their cash flows. This helped to turn the company into a leader in mining and metallurgy and now it accounts for 65% of the budget of Krasnoyarsky Region.

Instead of getting services and support just occasionally and within a limited period of time, outsourcing relies on professional support of working facilities operating non-stop. Such infrastructures are provided on the basis of the long-term contract (not less than 1-2 years).

Outsourcing should not be seen as a short-term solution to a problem or need. To be truly effective, businesses should consider outsourcing as a long-term solution whereby building a continuing business relationship with the service provider will offer long-term benefits to their customers.

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