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OUTSOURCING OF COMMUNICATIVE BUSINESS PROCESSES OF INDUSTRIAL ENTERPRISES ON THE WAY OF THE OUTSTRIPPING DEVELOPMENT¹

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Abstract

The article investigates theoretical and applied aspects of outsourcing of communicative business processes of industrial enterprises, specifies the essence of the concepts "communicative business process" and "outsourcing of communicative business processes", systematizes types of communicative business processes. The author's approach on expediency of outsourcing of communicative business processes for an industrial enterprise is proposed using a three-dimensional matrix "human resources - the importance of business processes for an enterprise - availability of time for business processes implementation ". The scientific hypothesis about expediency of outsourcing implementation is substantiated on the basis of the expenses optimal level.

Key words: business processes, outsourcing, communications, industrial enterprises, matrix.

Introduction. It is a common practice for world-known manufacturers to outsource their IT sector (software development, maintenance of communication systems, data processing centers, etc.), their financial sector (accounting, inventory audit, settlements with personnel, etc.), human resources sector (freelance personnel, etc.), legal support, retail trade. But outsourcing the communicative business processes of industrial enterprises becomes vital, since the information itself becomes impetus for the economy of a new type - the information economy.

Improving the qualitative characteristics of the communicative business processes of industrial enterprises, increasing their efficiency are burning problems due to the growing market globalization and the competition. Introduction of outsourcing of communicative business processes will enable industrial enterprises to involve professionals in developing creative managerial decisions, use the most advanced communication tools (based on the latest technologies), outstrip competitors, enter new markets or maintain stable market positions, achieve strategic goals, etc. Traditional attention to the production process at domestic enterprises pushed communications backwards, which became one of the reasons of failure of many manufacturers to compete in new economic conditions.

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A significant contribution to the study of outsourcing was made by following foreign scholars: Anikin B.A.², Fedotov V.A.³, Heywood J.B.⁴, as well as domestic scholars: Sokolova O.E.⁵, Krikavsky Ye.V. and Chukhray N.I.⁶ and others. Scientists Ponomarenko V.S., Minukhin S.V., Znahur S.V.⁷ and others investigated business processes, methodological and methodological problems of their management. Scientists Oklander M.A., Litovchenko I.L. and Botushan M.I.⁸, Primak T.O.⁹ and others paid attention to the analysis of marketing communications of enterprises in the conditions of the information economy. Gaidar O.V.¹⁰ developed a model of the information resource system of the enterprise, based on the methodology of the communication approach and allows to optimize managerial business processes, resources and communications in the planning system. But the issue of using outsourcing in communication activities of enterprises is not enough investigated.

In the context of the above, the theoretical and practical significance of investigating the use of outsourcing communicative business processes by industrial enterprises, substantiation of their expediency is intensified.

The purpose of the article is to study the theoretical and applied aspects of outsourcing communicative business processes of industrial enterprises. The following tasks arise from the mentioned purpose:

- to clarify the essence of the concepts "communicative business process" and "outsourcing of communicative business processes";
- to systematize types of communicative business processes;
- to substantiate the expediency of outsourcing implementation on the basis of the expenses optimal level;
- to propose approaches to managerial decisions on the expediency of outsourcing communicative business processes for an industrial enterprise.

1. The systematization of types of communicative business processes. The process, in general, is a stable and purposeful set of interrelated activities, which according to a certain technology transforms inputs into outputs that are valuable to a consumer⁷.

Scientists distinguish several hundred business processes carried out by modern industry. They are classified by following features¹¹:

- functional: product development, supply, production, marketing, service, management, marketing, financing, provision);
- the place of distribution (external, internal);
- the role at the enterprise (main, auxiliary);

² Anikin B.A. *Autsorsing: sozdanie vyisokoeffektivnyh i konkurentosposobnyh organizatsiy*, Infra-M, Moscow, 2003.

³ Fedotov V.A. *Autsorsing v deyatelnosti dilerskih struktur promyshlennyyh kompaniy, Voprosy regionalnoy ekonomiki*, 2015, 23/ 2, pp. 44-49.

⁴ Heywood J.B. *Autsorsing: V poiskah konkurentnyh preimuschestv*, izd. dom «Vilyams», 2004.

⁵ Sokolova O.E., Grigorak M. Yu. *Autsorsing yak effektivna forma upravlnnya logIstichnoyu Infrastrukturoyu aeroportu*. - <http://jrn1.nau.edu.ua/index.php/PPEI/article/viewFile/295/284>

⁶ Krikavskiy E.V., Chuhray I. N. *LogIstichne obslugovuvannya*, LvIv: LvIvska polItehnIka, 2006.

⁷ Ponomarenko V. S., MinuhIn S. V., Znahur S. V. *TeorIya ta praktika modelyuvannya bIznes-protseIv* : monografIya, Vid. HNEU, 2013.

⁸ Oklander M.A., Litovchenko I.L., Botushan M.I. *MarketingovI komunikatsIYi promislovyh pIdpriEmstv v umovah InformatsIynoy ekonomIki*, Odesa: Astroprint, 2011.

⁹ Primak T.O. *MarketingovI komunikatsIYi: navchalniy posIbnyk*, Elga, NIKA-Tsentr, 2003.

¹⁰ Gaydar O.V. *InformatsIynI resursi I modell sistemi planuvannya dIyalnostI pIdpriemstva*: avtoref. dis... kand. ekon. nauk: 08.00.04; Donets. nats. un-t ekonomIki I torgIvII Im. Mihayla Tugan-Baranovskogo, Donetsk, 2009.

¹¹ Simenko I.V. *Anallz gospodarskoYi dIyalnosti*. - http://pidruchniki.com/1471121353661/ekonomika/analiz_biznes-protseIv_pidpriemstva

- the type (reproductive, providing, managerial, developmental);
- the nature of the activity (production, administrative);
- the degree of detail (cross-functional, subprocesses);
- value (metaprocesses of improvement of business processes, metaprocess management of business processes);
- and so on.

Communications are important among all business processes. Scholars Meskon M., Albert M. and Hedory F.¹² proved this opinion declaring that "in the field of public relations, the primary attention is paid to the creation of a certain image of the organization at the local, national or international level", which can be achieved through high-quality business communications.

Communicative business processes include both external marketing communications (for example, telephone call processing, customer relationship management, call center activities, etc.), and other (including internal) communications. We determine the communicative business processes as a structured sequence of necessary actions to achieve certain communicative and economic results.

Such business processes penetrate all activities of modern manufacturers, therefore, they can be systematized by types of communications⁹

- by the place of distribution (external, internal);
- by the type of information exchange at the enterprise (inter-level - between different departments and structural subdivisions, interpersonal - between employees, between managers and employees / working groups);
- by personal characteristics (interpersonal, communication in a small group, public communications, internal operational communications - between divisions, external operational communications);
- by types of organization (formal and informal, horizontal and vertical and diagonal, personal and productive);
- by the nature of relations (personal and production);
- by the number of participants (one-sided, bilateral, many-sided);
- by the network direction (beam, circle, star and sequential);
- by the term of action (short, medium, long-term);
- by periodicity (regular, occasional);
- by type of connection (machine-machine, machine-man, man-man);
- by channels (oral, written);
- and so on.

Communicative business processes, as well as any other business processes of industrial enterprises, can be transferred to outsourcing.

In our view, a comprehensive list of definitions of outsourcing was proposed by Matviy I. E., and includes the following¹³:

- use of external resources for activities that are traditionally conducted by existing personnel and using their own resources;
- delegation of some business functions to external executors;
- the company management strategy, aimed at transferring the necessary functional, but not main directions to companies specializing in this particular type of activity;
- the transfer of certain but not essential activities to the company, the subcontractor;
- a method of reducing expenses by transferring uncharacteristic spheres of activity to third parties;
- features characteristic to modern organization of economic activity: in terms of international specialization and labor division;
- method of forming the organizational structure of the company;
- transfer of managerial functions and corresponding resources to external more effective executors;
- effective functioning of the enterprise due to concentration of activities in the main direction;

¹² Meskon M., Albert M., Hedouri F. *Osnovy menedzhmenta*, Moscow, Izdatelstvo «DELO», 2004.

¹³ Matviy I.E. *Autsorsing logistichnih blznes-funktsiy mashinobudivnogo pldpriEmstva*: avtoref. dis... kand. bIol. nauk: 03.00.16; Nats. un-t "LvIv. polItehnIka", Lviv, 2009

- transfer of part of business processes to a third-party, as well as transfer of rights, duties and responsibilities for this work;
- IT services provided by specialized companies;
- a way to improve the business relations between enterprises in a market environment.

Consequently, we propose to view outsourcing of communicative business processes as transferring certain duties and responsibilities for implementation of communication actions to the third party.

2. Problems of outsourcing communication business processes of industrial enterprises. Each company has to decide on its own when and which communicative business processes to transfer, to which executor. The problems of outsourcing the communicative business processes of industrial enterprises can be detailed in the context of their expediency and efficiency.

Scientists have different approaches to these problems. In his research paper Lemish K.M.¹⁴ proposed a method for determining the expediency of outsourcing, based on the integration of the theory of systems, the analysis of the chain of values, reengineering of business processes. This allows to analyze the company and identify the directions and spheres of outsourcing application. Matviy I.E.¹³ proposed to determine the possibility of transferring some business functions to outsourcing under certain factors and proved the cost-price dependence of taking outsourcing decisions based on the decision threshold.

In the vast majority of cases, the decision of outsourcing lies in the economic plane and is realized on the basis of the expediency approach (i.e. the optimal level for the enterprise). Note that outsourcing requires additional charges, so the levels of optimal expenses will be different while implementing the business process independently and using outsourcing. In the last case, optimal expenses will be determined by a comparative analysis of pricing of competing outsourcing companies providing the same services.

The ratio of the assessments of the level of economic feasibility (E) and the level of influence of the individual factor (Z) on the decision to apply the outsourcing at the enterprise (for example, the risk of disclosure of confidential information) in the first approximation can be written as:

$$E = K \cdot \frac{1}{Z} \quad (1)$$

where K is the coefficient of proportionality.

It should be noted that factors which have a negative influence (their increase leads to negative consequences) are considered.

Hence, we conclude that economic feasibility of using outsourcing is inversely proportional to the level of development of company's potential, as well as the influence of negative factors on the adoption of this decision. Consequently, increasing company's development potential level will lead to its economic stability and reduce the need for outsourcing in the activities.

However, increasing the company's potential requires time and certain expenses that are non-linear and can exceed the potential benefits associated with the growth of its economic sustainability. Accordingly, the problem arises to find the optimal level of enterprise expenses for outsourcing, as functions of its economic stability.

Graphical interpretation of this approach is given in Fig. 1. The schedule of expenditures to implement a particular business process does not start from a zero point, but from a certain point $TV_{\min}(x, y)$, which defines the minimum time and expenses, and ends at the point $TV_{\max}(x, y)$, exceeding it has no economic sense. Depending on the state of economic sustainability of the enterprise, the scenario for implementing the business process at the T_{opt} point is chosen - with the help of outsourcer assistance or independently.

The development of theoretical and methodological approaches to substantiate the expediency of implementing the outsourcing of communicative business processes at industrial enterprises on the basis

¹⁴ Lemish K.M. *Restrukturizatsiya mashinobudivnih pldpriEmstv na osnovi autorsingu*: avtoref. dis... kand. ekon. nauk: 08.00.04; Priazov. derzh. tehn. un-t. , MarIupol, 2008

of finding the optimal level of expenses allows to increase the efficiency of the activity and optimize communicative business processes.

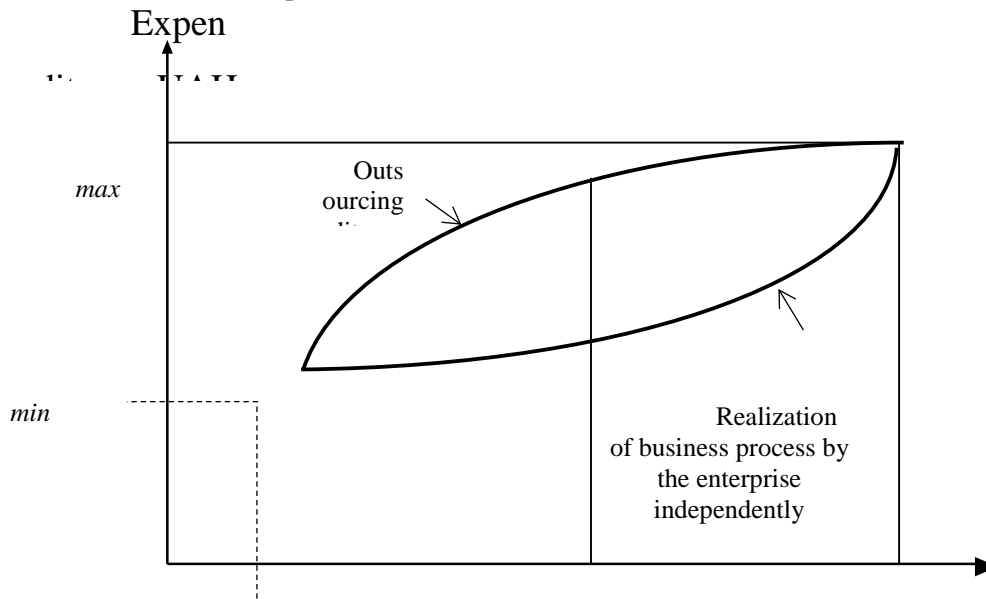


Figure 1. Scheme of determination of optimal level of expenses of an industrial enterprise with the use of outsourcing and without it (source: own elaboration)

But these proposals do not include specific features of communicative business processes at industrial enterprises. For example, expensive traditional marketing communication tools do not guarantee the maximum impact on the target audience, and the latest technologies enable a synergistic effect that exceeds the existing profitability. It is sometimes more important to control the quality of communicative business processes instead of reducing costs.

In our opinion, expediency of outsourcing communicative business processes depends on three factors: "appropriate human resources", "the importance of business processes for the enterprise" and "the availability of time to implement business processes". Defining the high and low important tasks, sufficient and limited time to implement business processes, the presence or absence of relevant specialists, we can build a three-dimensional matrix for making managerial decisions on the expediency of outsourcing communicative business processes for an industrial enterprise (Table 1).

Thus, if the strategic consequences for the enterprise depend on the quality of the tasks performed (the highly important business processes), the time to implement business processes is limited, and the appropriate specialists are not available, then communicative business processes must be transferred to outsourcing etc. But, as stated in the matrix, individual situations require additional research (when the expediency of outsourcing communicative business processes depends on other factors).

Table 1. Matrix of decision making on the expediency of outsourcing communicative business processes for an industrial enterprise (source: own elaboration)

<i>Specialists</i>	<i>Time</i>	<i>Importance of business process</i>	
		low	high
available	sufficient	***	**
	limited	***	**
absent	sufficient	**	*
	limited	*	*

where: * - communication business processes must necessarily be outsourced;
** - the expediency of outsourcing communicative business processes depends on other factors;
*** - communicative business processes should be performed independently.

Therefore, determining the expediency of outsourcing communicative business processes for an industrial enterprise is sometimes ambiguous: the disclosure of commercial information necessary for high-quality communications is not possible or the control of communicative activities transferred to outsourcing will divert significant resources (financial, personnel, etc.) and in general, such an activity will not be effective. Then other factors influence decision making. The proposed three-dimensional matrix of making managerial decisions allows to take these factors into account.

Conclusions. The following conclusions can be outlined according to the results of the study:

- clarification of the essence of the concepts "communicative business process" and "outsourcing of communicative business processes" in terms of the features of modern communication activities of manufacturers, as well as systematization of communicative business processes by types of interaction in general contribute deepening of the category-conceptual apparatus on the subject of research;

- theoretical and methodical approaches to substantiation of expediency of outsourcing of communicative business processes at industrial enterprises are developing on the basis of defining the optimal level of expenses allowing to increase their efficiency and optimize communicative business processes;

- the author's three-dimensional decision-making matrix on the expediency of outsourcing communicative business processes for an industrial enterprise, considers the importance of business processes, the availability of specialists and the time factor, and allows us to formalize the process of making managerial decisions.

The obtained results can be implemented in the activity of industrial enterprises in determining the expediency of outsourcing of communicative business processes, make the basis for further scientific developments regarding the development of an economic-mathematical model for defining the optimal expenses level.

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