

OPPORTUNITIES FOR INCREASING COMPETITIVE POTENTIAL THROUGH THE USE OF OUTSOURCING IN MOTOR TRANSPORT ENTERPRISES

Annotation: *The article considers outsourcing in transport companies, the practice of transferring certain business processes or functions of a company to a third party that deals with these processes or functions instead of the company. The purpose of outsourcing is to improve efficiency and reduce costs for business processes or functions. Depending on the type of outsourcing, this may include the transfer of processes such as accounting, marketing, software development, personnel issues, etc. Outsourcing can be implemented both domestically and abroad, depending on the needs of the company.*

Key words: *Logistics, cargo transportation, fleet management, cargo delivery, routing, customs clearance, warehousing, cargo transportation monitoring, service quality control, cost optimization.*

Economic relations between economic entities based on outsourcing have recently been increasingly used in foreign practice. The global market for outsourcing in the transport industry in 2020 was about \$ 76 billion, and by 2025 it is expected to grow to \$ 123 billion. More than 50% of companies in the transport industry use outsourcing to improve the efficiency of their logistics and transport processes. The term "Outsourcing" is derived from the abbreviation of the words "Extraneous resource use" (use of resources by third-party organizations) and means the use of resources (production or service activities) of other enterprises and organizations instead of their own resources on the basis of contractual relationships

Outsourcing is the process of transferring the performance of certain tasks or functions to other companies or specialists. Trucking companies can use outsourcing to increase their competitive potential in several areas. Outsourcing can help trucking companies reduce the cost of certain functions, such as accounting, human resources management, logistics, etc.

Often, outsourcing companies can provide these services more efficiently and economically, due to their specialization and experience. Outsourcing to a

transportation company can be useful to reduce the cost of certain functions and improve the efficiency of the company.

However, as in any other industry, outsourcing to a transport company also has its risks and disadvantages. Companies should evaluate their needs and capabilities before deciding to outsource a particular function. Trucking companies can use outsourcing to expand their geographic reach and gain access to new markets and customers. Outsourcing companies can have branches and partnerships in various regions, which allows trucking companies to quickly and easily enter new markets.

Some of the areas that can be outsourced to a transport company include:
table1.

Using outsourcing in a transport company

1.	Logistics and Cargo routing: Outsourcing logistics and cargo routing can help optimize routes, reduce time and costs for cargo transportation
2.	Fleet management: Companies can outsource the management of their fleet, including the purchase, maintenance and repair of vehicles.
3.	Customs clearance: Outsourcing customs clearance can help reduce the time and cost of customs procedures, which can be particularly useful for international cargo
4.	transportation Warehousing: Outsourcing warehousing can help companies reduce the cost of renting warehouses and managing inventory.
5.	Cargo monitoring: Outsourcing cargo monitoring can help companies improve the quality of services and ensure reliable and safe cargo delivery.

A cost reduction scheme using outsourcing can look like this:

1. Identify areas where outsourcing can be used to reduce costs (for example, accounting, logistics, customer service, etc.).
2. Search and analyze outsourcing companies that specialize in the desired field.
3. Selection of the most suitable outsourcing companies based on criteria such as experience, quality of services provided, reputation, prices, etc.
4. Signing of service contracts with selected outsourcing companies.
5. Gradual transfer of tasks and functions to outsourcing companies, taking into account the necessary processes and quality control of work.

6. Monitor the results and effectiveness of outsourcing by setting performance indicators and reporting regularly.

7. Regularly update and improve the outsourcing scheme depending on the changing situation and business requirements.

It is important to remember that reducing costs through outsourcing should not negatively affect the quality of work and the level of customer service, so you need to carefully evaluate and select outsourcing companies, as well as monitor the quality of work performed. Increasing efficiency in outsourcing can help trucking companies increase the efficiency and quality of certain tasks, such as marketing, sales, and customer service. Outsourcing companies can provide better tools and processes that can help improve results and increase customer satisfaction.

Increasing the efficiency of a road transport enterprise can be achieved through a number of measures. Let's take a look at some of them:

- ❖ Optimization of logistics. Evaluate routes, schedules, and vehicle usage to determine how you can reduce the time and cost of cargo delivery.
- ❖ Modernization of equipment. Upgrade and maintain your vehicles in good condition. This will help reduce fuel and repair costs and improve productivity.
- ❖ Introduction of new technologies. Use the software to improve logistics management, cost tracking, and accounting.
- ❖ Staff training. Support the professional development of employees and improve the skills of drivers, dispatchers and managers.
- ❖ Process management. Create an effective management system to reduce time costs and increase productivity.

As a result of the study, outsourcing is defined as an integral part of the management strategy related to the provision of individual components or processes of the enterprise (insourcer) related to production or provision of services to an external contractor (outsourcer), which can be based on the rules of division of labor, stable business cooperation and mutual economic interest.

The experience of developed countries shows that 80 % of transport and logistics services in the United States and 70-75 % in European countries are outsourced.

Therefore, when studying the mechanism of outsourcing transport and logistics services, we implement a logistics approach.

Based on the logistics approach, we can distinguish three processes of providing transport and logistics services:

- 1) main processes;
- 2) process support;
- 3) process management and control.

Based on this, we considered it appropriate to systematize the main types of activities used in outsourcing transport and logistics services.

In a highly competitive environment, the main advantage of competition is the basis for the rapid delivery of goods and services that meet the requirements of consumers in a short time. Often, an individual enterprise does not have the ability to combine all the necessary resources and perform business processes at a competitive level. Because new requirements in the market appear faster than the processes in the enterprise. All this leads to the emergence of outsourcing companies. Therefore, outsourcing can be recognized as one of the main methods of developing the competitive potential of a modern enterprise based on the effective use of external capabilities and internal resources.

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