THE USE OF ORGANIZATIONAL MECHANISM OF OUTSOURCING
IN THE LOGISTICS SYSTEM OF CONSTRUCTION COMPANY

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Keywords: levels of management of logistics orders in the system of outsourcing, model of outsourcing estimation, organizational mechanism of outsourcing, economic reasonability of outsourcing.

The role and place of organizational mechanism of outsourcing in the logistics system of a construction company as one of the most successful ways of conducting business in the sphere of construction were analyzed. It was suggested to calculate coefficient of economic reasonability of outsourcing with the account of index of market stability of a construction company.

Construction market in Russia in conditions of the global crisis asks for new forms and methods of work in order to adapt to the modern market tendencies. Outsourcing as one of the modern and successful systems of conducting business provides real competitive advantage on the scheme: "investments - projecting - sales".

Organizational mechanism of outsourcing is a single complex integrating resources, rights and authority to do definite kinds of work, services of high quality in the regime of economic validity and complete satisfaction of clients'

demand. fig. 1. Structure of Organizational Mechanism of Outsourcing in a Construction Company.

The results of research show that synergetic effect can be achieved as a result of elimination of doubling of management functions (buying and selling) as well as the flexible use of outsourcing strategies when distributing corporative orders with the account of three main levels of implementation:

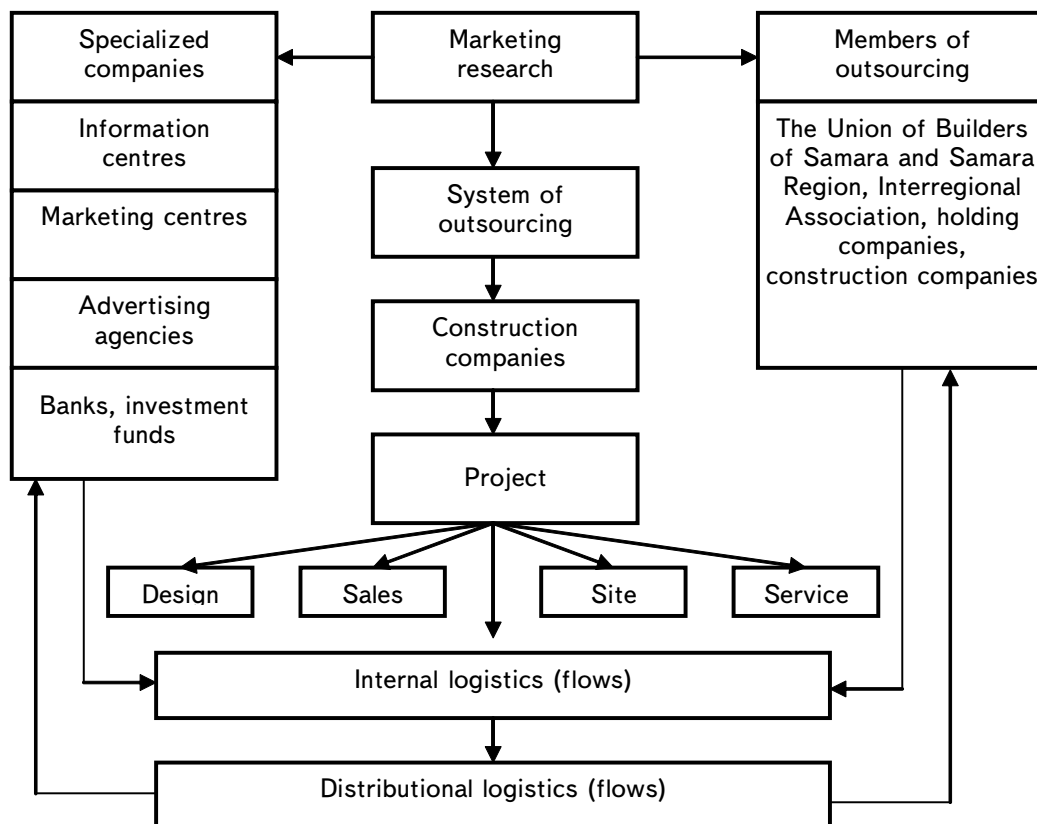♦ top level (strategic) - the development of managerial decisions on the choice, feasibil-

Fig. 1. **Organizational mechanism of outsourcing in the system of the development company logistics**

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ity and coordination of distribution channels as to the integration of profitable delivery chains;

♦ medium level (tactic) - the development of technologies of management of flow processes with an account of tendencies and laws of the market participation;

♦ basic level (operational) - use of outsourcing services on the account of concrete logistics programs in the sphere of transportation, cargo carriage and storing.

The suggested model of outsourcing estimation (fig. 2) was tested in one of the structures of Samara Construction Complex. The given model made it possible to develop algorithm and complex program of outsourcing estimation with an account of social orientation of construction business practically for every construction chain.

where *Kas* is coefficient of economic feasibility of outsourcing; *Imp(as)* is an index of market stability of construction company with an account of outsourcing; *Imp* is an index of market stability of a construction company without outsourcing.

If *Kas* > 1 it is possible to outsource; the higher *Kas* the more attractive is outsourcing for a construction company. If *Kas* < 1 than outsourced company performs its functions worse than basic company. Among other indexes it is reasonable to use indexes of service quality and social and business activities.

Service potential is calculated using the formula:
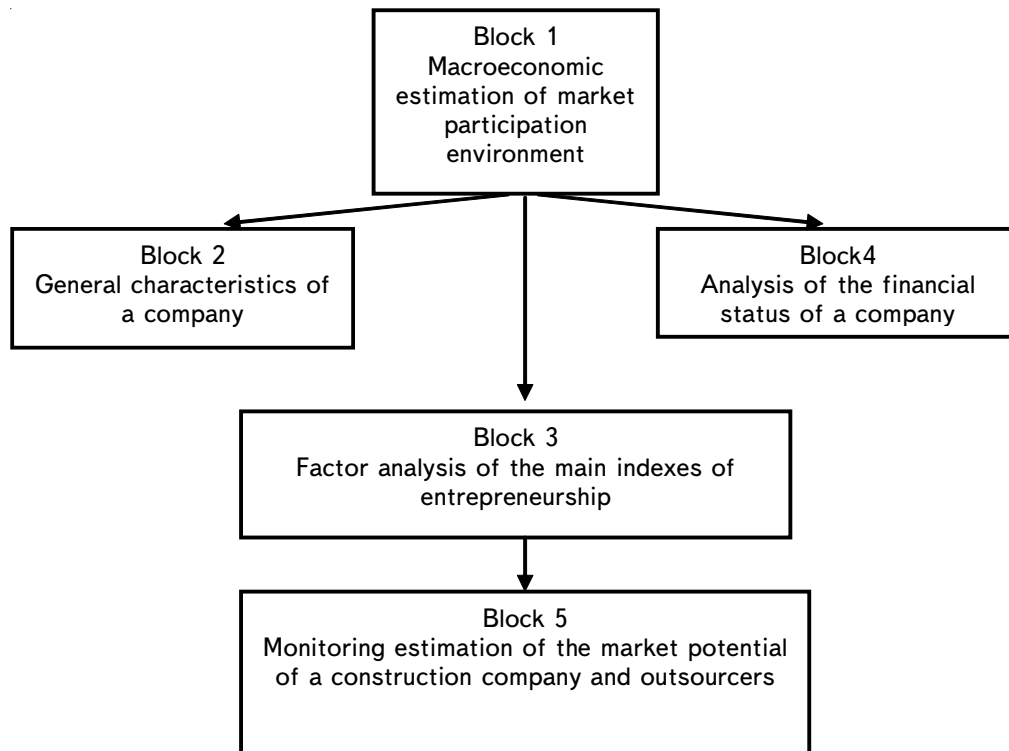
$$Ks = \frac{C}{C+V} \cdot 100\%,$$

Block 1
Macroeconomic estimation of market participation environment

Block 2
General characteristics of a company

Block4
Analysis of the financial status of a company

Block 3
Factor analysis of the main indexes of entrepreneurship

Block 5
Monitoring estimation of the market potential of a construction company and outsourcers

Fig. 2. **Model of construction company outsourcing estimation**

The given model made it possible to create an algorithm of calculation of economic feasibility of outsourcing.

It is necessary to calculate and to commence indexes of market stability to obtain coefficient of economic feasibility of outsourcing.

To calculate economic feasibility of outsourcing it is necessary to calculate the coefficient of economic feasibility of outsourcing:

$$Kas = \frac{Imp(as)}{Imp},$$

where *Ks* is coefficient of services; *C* is the cost of services within the given period, rubles; *V* is the volume of production sold within the given period, rubles.

The higher coefficient (from 0 to 1) the more attractive is the given company for outsourcing.

The index of service quality (*Kq*) reflects the total feedback of clients and is calculated using the formula:

$$Kq = \frac{\sum X1 + \sum X2 + \sum X3}{\sum X1 + \sum X2 + \sum X3 + \sum X4},$$

where Kq is the coefficient of service quality; $X1$ is an excellent mark; $X2$ is a good mark; $X3$ is a satisfactory mark and $X4$ is unsatisfactory mark.

If Kq is in the interval 0, 8 - 1 it means that service is excellent, if Kq is in the interval 0, 6 - 0, 8 than the service is good, if Kq is in the interval 0, 4 - 0, 6 than the service was satisfactory and if Kq is in the interval 0 - 0, 4 the service is unsatisfactory.

The advantage of the model is that it is universal as you can provide for any other fac-tors influencing effectiveness of a construction company.

It was found that if construction company calculates its own index of market stability and indexes of market stability of companies-part-ners, it can take strategic decision about dele-gating part of work to outsourced companies on the contract basis. The introduction of the model makes it possible to avoid groundless risks, to survive and to take a niche on con-struction market.

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Novikov D., Grebnev E. Strategic planning of logistics activities of an enterprise // Russian en-trepreneurship. 2003. № 4. P. 19.