

## IMPLEMENTATION OF THE MECHANISM OF INCREASING THE EFFICIENCY OF ENTERPRISE ACTIVITY IN THE SITUATION OF REFORMING NATURAL MONOPOLIES

© 2010 E.I. Spiridonova\*

**Keywords:** outsourcing, algorithm of calculation, situational model, optimization of expenses, increase of enterprise activity efficiency.

The article suggests the possibilities of increasing the efficiency of using the resources of an enterprise with the help of outsourcing. The article is based on the data for the Kuibyshev railway, the branch of "Russian Railways" OJSC, and is considering the model of transferring this enterprise to outsourcing. It also suggests the optimum algorithm of calculating the wages of workers who are employed on the basis of outsourcing.

Within the limits of the concept of reforming railway transportations of "Russian Railways" OJSC a number of documents aimed at the introduction of outsourcing has been signed. The concept of "outsourcing" is treated here as a way of optimizing the activity of branches at the expense of concentrating the efforts on the core activities and transferring the non-core activities to the specialized organizations (individual businessmen) on the contractual basis with corresponding reduction of the personnel of the branches.

The list of works for outsourcing has been considerably extended and specified by the Orders of "Russian Railways" OJSC of 4/11/2008 №770p, 771p, 772p. It has created the preconditions for working out the situational model of transferring operating repair and current maintenance of technical buildings of the Kuibyshev railway branch, which is currently on under the responsibility of the network of civil constructions, water supply and water removal, to outsourcing. This transition is carried out within the limits of outsourcing treaty provisions.

The basic problems are the problem of quality assurance, the achievement of economic benefit performance, the problem of searching for the company -outsourcer capable of performing specific works. The latter one is quite substantial, as the Kuibyshev railway branch is of considerable length, and the works should be carried out throughout the territory along various structural divisions that are quite in a serious distance from each other. Thus the logical solution is to formally transfer local structural divisions' staff from permanent staff to outsourcing one. The structural division in this case can

act as an independent enterprise, or as an affiliated society within the limits of "Russian Railways" OJSC order from 10/31/2006 №2164p.

Then the problem of performance profitability occurs. In this case the optimization of expenses, including payroll expenses, plays the main role. The major factors influencing the formation of costs are the number of personnel and the algorithm of wages calculation, including all the measures of staff motivation and performance quality improvement.

It is obviously necessary to develop a structurally functional model of organization outsourcing, essentially different from the model of the customer - the Kuibyshev railway branch of "Russian Railways" OJSC, to reveal the reserves and to optimize the expenses. Thus, the calculation of expenses under the articles of expenses, the construction of the system of payment and taxation should play the main role.

The given structure provides, first of all, the optimization of the number of workers according to the volume and the quality of the works. Besides, in case of overtime works, there is redistribution of the workload and the attraction of additional personnel.

Quality assurance should focus on:

- ◆ the control of timeliness of reaction to the demand of the customer;

- ◆ quality assurance of carried out services (works) with the use of reception-delivery certificates. Until the work is not done properly, the certificate will not be signed, or will be signed with remarks.

All data on quality assurance is analyzed and systematized in structural divisions of the customer which within the limits of contractual relations makes a claim to the managing director.

\* Elena I. Spiridonova, post-graduate student of Samara State Technical university. E-mail: fakil80@mail.ru.

For example, for each percent of poor-quality or out of time service or other kind of infringement of the contract the outsourcing the company pays the penalty in percentage from the price for the performed work under the contract according to the estimate which is given in the appendix to the contract. The given penalty will, in turn, affect the wages of the staff.

The author believes that the system of time wage, where the payment of the worker is irre-

spective of the results and quantity of the performed work does not comprise sufficient stimulus for good performance. Thus, the tool for applying professional skills and knowledge in work, working out new methods of performance appraisal should be considered. High efficiency of work is reached at the expense of internal stimulation of the worker to perform work quickly, of high quality and in due volume as the resulting factors are put in system of calculation of wages.

*Received for publication on 28.01.2010*