



REQUIREMENTS FOR THE OUTSOURCING COMPANY IN THE TRANSFERRING OF WORKS (OPERATIONS) IN ORDER TO OBTAIN ECONOMIC GROWTH IN RAILWAY SYSTEM

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Abstract: *The article presents the strategic purpose, tasks and their classification of the use of outsourcing in the railway transport sector are explained. Suggestions for selecting right outsourcing company, criteria for selecting a supplier of operations in the railway transport system and achieving concrete results are given.*

Key words: *Outsourcing, outsourcer, service provider, outsourcing goal, implementation of the project, efficient outsourcing,*

The current situation imposes requirements for ensuring economic growth for each business entity. Achievement in high economic results is largely facilitated by the introduction of outsourcing. The term "outsourcing" is an abbreviation of the English words "outside resource using", which literally means using external resources. The use of outsourcing in Railways, the largest transport company in the field of freight and passenger transportation - allows for optimizing activities by transferring non-core, support functions to other organizations that act as an outsourcer on a contractual basis. As a rule, certain types of technological processes are transferred for outsourcing operations. In addition, outsourcing can be used to meet seasonal labor needs. When transferring individual works or processes for outsourcing to other specialized organizations on a contractual basis (outsourcer) are divided into two types:

- outsourcer organization (individual entrepreneur) for the performance of a small number of works (services);
- a network outsourcer that performs more than 75% of the work transferred for outsourcing.





MODERN PROBLEMS IN EDUCATION AND THEIR SCIENTIFIC SOLUTIONS

The most important task of outsourcing implementation is the choice of an outsourcing organization to ensure the efficient operation of Uzbekistan Railways Criteria for selecting a supplier of operations in rail transport.

The main purpose of the transfer of business, processes, works and operations to outsourcing is to obtain an economic effect on the condition maintaining within the perimeter of Uzbekistan Railways JSC strategic activities. Making a decision on the transfer of work, processes, operations to an outsourcing company is guided by the following criteria:

- uniqueness and level of the strategic importance of internal business processes;
- the efficiency of the business process in the company and enterprises in the market.

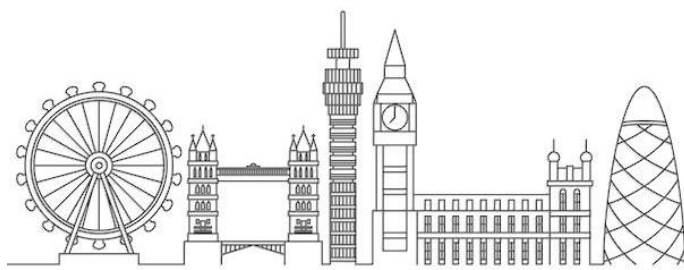
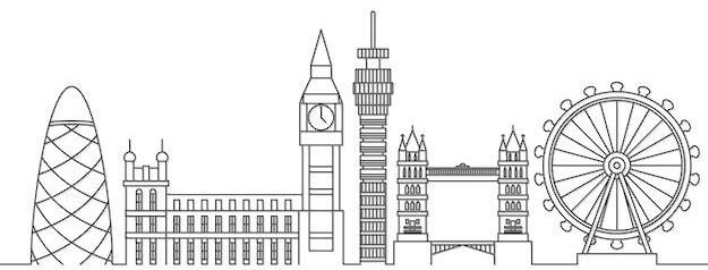
The first criterion is formed under the influence of the following factors: personnel, work performance technology, level of automation, as well as the complexity and frequency of tasks to be solved. When deciding to outsource it is necessary to evaluate the competencies of the staff. If the competencies of personnel are widely represented on the market, then the use of outsourcing is effective. If the competencies of the personnel in the company are unique and highly specialized, outsourcing is inappropriate. Similar decisions should be applied when analyzing the technology operating in the company. When evaluating the level of automation as high or medium transmission to an external performance would be appropriate. In case of insufficient level of automation, it is necessary to implementation of a set of measures to improve formation of requirements for the company-outsourcer

when transferring jobs (operations).

To decide on the transfer of processes to outsourcing goal is determined: headcount optimization and increase in labor productivity, cost savings for the company. The process of making a decision on the transfer of any functions to outsourcing usually consists of several stages.

At first stage, an analysis of the works and services that are expected to be outsourced. At the next stage, an analysis of the situation on the market is carried out, the possibilities of outsourcing companies are explored, assessment of the quality and dynamics of prices for services that are planned to transfer, checks the legal status, work experience, commercial reputation, as well as the availability of the necessary licenses and certificates. At present there is no clear description of the method of choosing an outsourcer company. Despite

this, by relying on the practical experience of large companies using outsourcing, five main stages can be distinguished when choosing a service provider (Fig. 2.1).



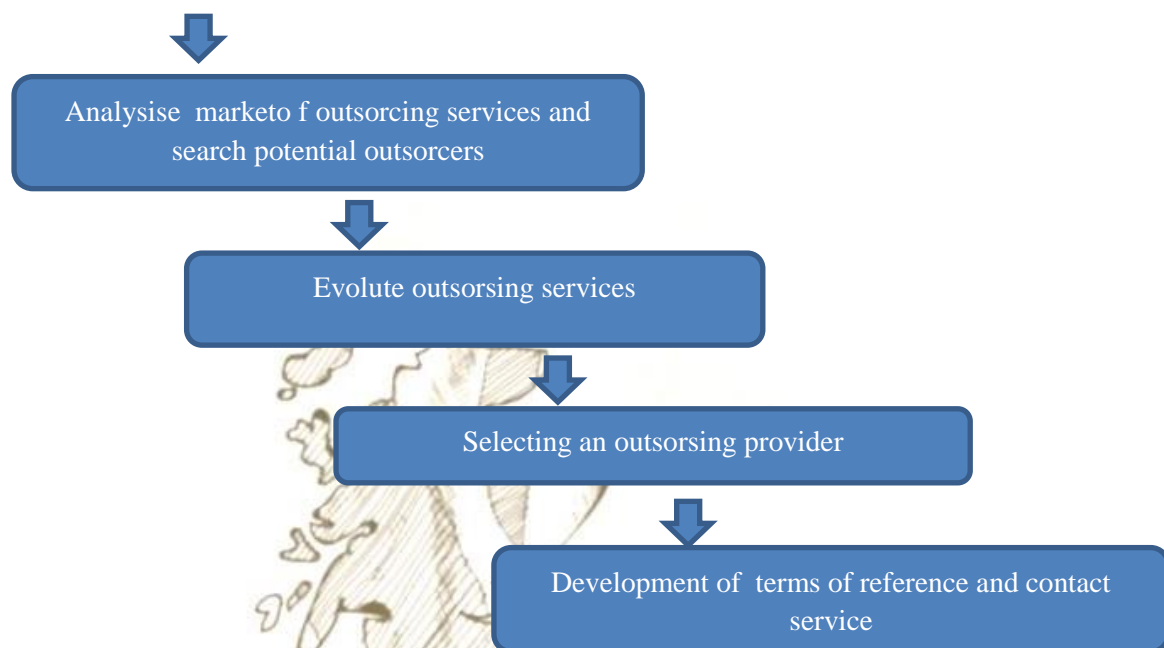


Figure 1. Service provider selection steps

The first stage is the study of the outsourcing services market, including search for potential partners that can meet the customer requirements to perform the required set of business processes, search for detailed information about each of the possible service providers.

The second stage, the assessment of the outsourcing service provider is the most difficult stage. In the practice of world business there is many recommendations on how to choose an outsourcing provider services.

The third stage is the choice of an outsourcing service provider. Outsourcing helps to concentrate on the main areas of business, reduce costs, improve the quality/productivity ratio. But the transfer of business processes (functions) to outsourcing, against the background wrong choice of an outsourcer, failure can also be fall – this bankruptcy, reduction or lack of economic effect from implementation of the project, and finally, the insufficient qualification of the employees of the outsourcing company, which affects the quality of the service provided and, as a result, the image of the customer's organization. Taking into account the specifics of the organization of the outsourcing market, as well as the difficulties associated with the process of selecting a service provider, it is necessary, first of all, to narrow the circle of considered candidates as much as possible by carefully considering the characteristics potential partners, giving the most complete picture about their capabilities.

The fourth stage is the development of terms of reference and a contract for the provision of services. Cooperation of the client organization with service providers is carried out on the basis of a specially developed agreement or contract. In order to get it right approach the conclusion of an agreement for the provision of outsourcing services





MODERN PROBLEMS IN EDUCATION AND THEIR SCIENTIFIC SOLUTIONS

and get the desired result, it is needed to correctly set a task, draw up a technical task, which is a rather complex and responsible process.

The fifth stage is the implementation of the contract. The outsourcing contract should give real powers to employees directly responsible for the execution of the work. All forms of control for the compliance of the services provided with the requirements specified in the terms of reference can be carried out during scheduled and unscheduled inspections by a representative of the customer. When transferring work to outsourcing, it is necessary to ensure not only economic efficiency by reducing the amount of fixed costs of JSC Uzbekistan Railways, but also improving the quality of production processes, optimizing and improvement of technological processes for the implementation certain types of work (operations), as well as a consistently high the level of safety and labor protection, industrial sanitation. If these requirements are not met, outsourcing works (operations) are not performed. If contractual obligations have already entered into force, failure to comply with safety requirements is sufficient grounds for terminating contractual relationship. Thus, when choosing an outsourcing company, it is necessary to analyze the capabilities of the outsourcer to ensure the requirements for the quality of technological processes and their safety.



Figure 2. The methodology of analyzing the possibilities of implementation of works (operations) performed by the outsourcer

It is necessary to :

- study the competitive environment in the field of performing work (operations) planned to be transferred to outsourcing;
- analyze the level of quality of work (operations) performed by the outsourcer;
- analyze the level and dynamics of prices for outsourcer services;
- analyze logistics outsourcer;





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SOLUTIONS

- study the key factors that determine the price and quality competitive advantages of an outsourcer over Railways;
- analyze the clientele of the outsourcer.

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