

## Abstract

# OUTSOURCING BUSINESS MODEL FOR EFFICIENCY ENHANCING OF ENTERPRISE ACTIVITY

Doctor of Philosophy (PhD) thesis in the specialty «6D050600-Economics»

**KULEMBAYEVA FLORA MUKHITDINOVNA**

**The relevance of the dissertation research.** The relevance of the dissertation research. In the current conditions of the competitive market in order to keep leading positions enterprises are constantly improving production technology, management methods using the latest world achievements, are searching for innovative solutions of certain problems. In the context of fierce competition, only those companies survive or succeed that conduct their business in the most efficient way, reducing unproductive costs while maintaining an impeccable reputation for the high quality of products, goods, works and services. According to the National Development Plan of the Republic of Kazakhstan until 2025 «The nature of global value chains is changing - there is a transition to reliability and sustainability. Chains will become shorter and more diversified, the return of production and outsourcing of business processes in nearby areas ("reshoring" and "nearshoring") with strengthening of domestic supply channels will be accelerated». In this regard, it is necessary to expand the opportunities for growth and development of entrepreneurship in the country.

In the context of the pandemic, many companies have faced a number of problems. Because of the inability of many businesses to work remotely and the lack of willingness to quickly and effectively rebuild internal business processes, these enterprises have suffered significant losses. In this regard, the importance of outsourcing has increased at times.

The use of outsourcing not only solves a number of problems in today's business environment, but outsourcing itself is a complex task. With the proper organization and implementation of outsourcing in the enterprise workload is reduced, the economic efficiency of various activities increases. Outsourcing contributes to the reduction of costs of the enterprise and customer satisfaction.

In conditions of global instability, the national economic system is looking for reserves to improve the economic efficiency of the enterprise, including the introduction of outsourcing in enterprises. At the same time, the enterprises of Kazakhstan have not yet formed a clear idea of the effectiveness and sequence of introduction of outsourcing. In this regard, the acceleration of the introduction of outsourcing, leading to a reduction in costs, as well as the preservation of competitive advantages, plays an important role in changing enterprise policy and the economy as a whole.

**Aims and objectives of the research.** The aim is to develop science-based proposals for the implementation of outsourcing in order to improve the efficiency of the enterprise.

Objectives:

- theoretical justification of outsourcing as a factor influencing the efficiency of the enterprise;
- identification of the advantages and disadvantages of outsourcing;
- determination of methods to assess the economic efficiency of outsourcing in the enterprise;
- comparative evaluation of the use of outsourcing in Kazakhstan and abroad;
- analysis of the effectiveness of the introduction of outsourcing in enterprises of Kazakhstan;
- identification of problems of outsourcing use and justification of ways to solve them on the example of enterprises of Kazakhstan.

**The object of the research.** Domestic business entities operating in the national economy.

**The subject of the research.** The study of the system of organizational and economic relations on the economic efficiency of the introduction of outsourcing in enterprises.

**The methodological basis of the research.** Theoretical and methodological basis of the dissertation work consists of research papers, scientific articles, writings of domestic, Russian and foreign scientists devoted to the theory and practice of outsourcing on the significance and practical value of enterprise economic efficiency.

In the main part, the results of the survey of enterprises of Almaty city and Almaty region were analyzed in order to identify the impact of outsourcing on the effectiveness of their activities.

Statistical data and secondary data of the enterprises were taken from the database of the Chamber of Entrepreneurs "Atameken", the National Bureau of Statistics, and from the site [statista.com](http://statista.com).

During the research of the dissertation work the following methods were used: statistical analysis, questionnaires, forecasting. Data analysis was carried out with the help of programs: MS Excel, R, Gretl.

**The main provisions presented in the dissertation defense.**

- motives for introducing outsourcing business model revealed by the author based on the results of the content analysis of foreign literature;
- a methodology for assessing the effectiveness of introducing outsourcing, tested on enterprises of Kazakhstan;
- a set of practical recommendations to address the problems of introducing outsourcing, based on the results of the survey and SWOT analysis of enterprises of Kazakhstan;
- organizational recommendations related to the proposed stages of outsourcing and taking into account the author's scheme of outsourcing business model.

**Scientific novelty of the results of the dissertation research:**

- on the basis of a comparative analysis of existing points of view in the economic literature on the process of outsourcing implementation, directions for

adapting foreign experience in implementing outsourcing business models have been developed;

- the methodical approach to assessing the effectiveness of outsourcing, taking into account the evaluation of the sustainability of enterprise development has been substantiated;

- a regression model that evaluates an impact of outsourcing services on an enterprise efficiency, has been developed

- it is proposed an algorithm of outsourcing business model development and implementation based on data of outsourcing use at the enterprise

- the scheme of outsourcing business model of the enterprise, taking into account the domestic characteristics of its main components is proposed.

### **Practical significance of the main results of the research.**

The author has developed recommendations for introducing outsourcing in enterprises. These recommendations can find application in the implementation of the main tasks of the National Development Plan of the Republic of Kazakhstan until 2025 by transferring non-core functions to outsourcing enterprises, saving time to achieve important goals of the enterprise.

The practical value of theoretical and methodological materials of the research can be used in the process of lectures and practical classes in higher schools for the subject of «Enterprise Economics».

Conclusions and recommendations obtained as a result of the dissertation research were also used in Smash LTD in the development of recommendations for the implementation of outsourcing services for further efficient operation of enterprises.

### **Description of the doctoral student's contribution to the preparation of each publication.**

A total of 8 scientific papers were published by doctoral student, including: 1 article in the journal included in the SCOPUS database, 3 articles in the journals recommended by the Committee on Quality Assurance in Education and Science, Ministry of Education and Science of RK, 3 articles in the proceedings of international scientific conferences. Of the 8 publications, 3 were made by the doctoral student alone: «Аутсорсингті қолдану жағдайын SWOT талдау»; «Аутсорсинг кәсіпорынның тиімділігін арттыру құралы»; «Әлем бойынша аутсорсингтің даму жағдайы»; Co-authored publications, where the doctoral student is the first author: «Аутсорсингтің экономикалық маңызының теориялық аспектілері» (Kulembayeva F.M. – concept; Seitkazyeva A.M. – methodology, scientific editing, consulting); «Эффективность аутсорсинга в Казахстане: эмпирический обзор» (Kulembayeva F.M. – survey analysis, Seitkazyeva A.M. – literature review and methodology consulting); «Зарубежный опыт аутсорсинговых услуг: обзор и возможность использования в Казахстане» (Kulembayeva F.M. – literature review, design, Seitkazyeva A.M. – consulting, methodology, conclusions). «Economic Efficiency of Outsourcing Business Models: A Comparative Assessment» (Kulembayeva F. – literature review, methodology, journal correspondence, Seitkazyeva A. – calculations, analysis, Yelshibayev R. – the design of the work, the conclusions). Research, development

and management of an outsourcing business model in the system of improving the enterprise's efficiency (Kulembayeva F. – literature review, provision of data, Seitkazyeva A. – methodology, analysis, discussion and conclusion, Gajiyev F. - English text revision).