

3. Fan M. International Logistics Management System Based on Cloud Computing Technology. *Wireless Communications and Mobile Computing*. 2022. Vol. 2022, № 4. P. 1-8. DOI: 10.1155/2022/4317578.

4. Karakaş, S., Acar A.Z., Kucukaltan B. Blockchain adoption in logistics and supply chain: a literature review and research agenda. *International Journal of Production Research*. 2021. Vol. 62, № 1. P. 1-24. DOI: 10.1080/00207543.2021.2012613.

OVERVIEW OF APPROACHES TO THE EFFECTIVE USE OF OUTSOURCING IN ENTERPRISES

*Kudriavtseva O.V., PhD in Economics, Associate Professor
Yang Hang
Kharkiv National Automobile and Highway University*

The effective use of outsourcing by enterprises is largely related to the specifics of the domestic economy, which differs significantly from the economies of developed countries, so the problem of improving approaches to the effective use of outsourcing is quite relevant. Currently, there are different points of view on this instrument of cooperation between enterprises, let us consider some of them. The first approach suggests studying outsourcing from the point of view of its differentiation into 3 components: macroeconomic, microeconomic and operational.

This product component of outsourcing is associated with the interaction of enterprises on the basis of division and cooperation of labor. The company independently determines the core activities that ensure the competitiveness of the business (division of labor), outsourcing non-core processes and functions, which in turn are core for the outsourcing company (labor cooperation).

The operational component involves considering outsourcing as a tool for increasing the competitiveness and efficiency of enterprises, reducing production costs, strengthening market positions, distributing risks, increasing flexibility and maneuverability in an ever-changing environment.

The second approach considers the use of outsourcing from the perspective of the organization's life cycle, which traditionally includes four stages: inception, growth, maturity and decline. At each of these stages, outsourcing is possible, but the nature of outsourcing will change.

At the nascent stage, an enterprise is in the process of formation, goals and objectives, and core values are beginning to be formed, so at this stage it is advisable to use outsourcing only for those functions and business processes that require significant time and resources to perform independently, i.e. for technological, financial or any other reasons.

At the growth stage, the company is actively developing, increasing revenues, expanding markets for its products, and its strategic development goals have been finalized, so at this stage it is advisable to use outsourcing to improve the efficiency of

its operations by reducing production costs, improving the quality of processes, developing new activities, and spreading risks.

At the stage of maturity, the company reaches the highest efficiency, its products are known to the company, sales markets are formed, stable relationships with suppliers and consumers are established, the mission is communicated to each employee, so at this stage it is advisable to use outsourcing to maintain the existing level of development and withdraw non-core activities.

At the stage of decline, the efficiency of the company's functioning decreases, markets for products are shrinking, substitute goods appear, revenues decrease, and the risk of business liquidation increases, so to preserve it, restructuring should be carried out with the transition to new areas of activity. At this stage, it is advisable to use outsourcing as the most effective option for organizing activities during the period of decline, as one of the opportunities to revive the business and increase its competitiveness.

Thus, the use of outsourcing at certain stages of the enterprise development life cycle has its own peculiarities, and at each of these stages outsourcing solves different tasks. It should be noted that consideration of outsourcing as a tool for macroeconomic, microeconomic and operational management of an enterprise, on the one hand, and as a tool for enterprise development at each stage of the life cycle, on the other hand, is quite reasonable. These approaches do not contradict, but only complement each other. Thus, under the first approach, outsourcing is seen as a mechanism of interaction between enterprises based on focusing on key activities, entering new markets, increasing competitiveness and redistributing risks. The second approach sees outsourcing as a tool for successful development of an enterprise regardless of the stage of its life cycle.

When choosing an outsourcer, special attention should be paid to the territorial basis, i.e., to outsource processes and functions, the contractor must have the necessary production capacity to meet the full range of customer requirements. It is not always advisable to outsource any business process or function to two or more organizations, as there is a high probability of blurring the boundaries of authority and responsibility between them under the outsourcing agreement, which in the future will give rise to disputes. In addition, a prerequisite for mutually beneficial cooperation is the outsourcing of a scope of work that will allow the contractor to cover all costs and a certain amount of profit, provided that the contract is executed in a quality manner. It should be understood that successful cooperation is possible only if the interests of both the customer and the contractor are met.

The next stage involves drafting and signing an outsourcing agreement between the parties, which reflects the main provisions of the interaction between the companies and excludes the possibility of disputes. Particular attention is paid to such issues as the rights and obligations of the parties, the quality and scope of services provided, and the payment procedure. In order to monitor the fulfillment of the terms of the contract, a joint group is created, including employees of the contractor and the outsourcing customer. The group monitors the implementation process, resolves disputes arising in

the course of cooperation, and develops and incorporates new provisions into the agreement.

The final stage of the outsourcing implementation process is to evaluate the effectiveness of the transformations. At this stage, it is determined whether the result obtained meets the objectives and development strategy of the enterprise. The discrepancy arises for two reasons: the contractor's failure to fulfill the terms of the contract, incorrect setting of goals and objectives of outsourcing. Therefore, in order to improve the effectiveness of outsourcing, it may be advisable to use the services of independent companies that control the interaction process. If the outsourcer fails to fulfill the terms of the contract, the company should start looking for a new contractor or return to the independent performance of the activity. In case of successful cooperation, it is advisable to continue the relationship with the existing outsourcer.

APPLICATION OF DIGITAL TOOLS IN DEVELOPING COMPETITIVE MARKETING STRATEGIES IN A RAPIDLY CHANGING MARKET

*Velychko Yana, Assistant
Kharkiv National Automobile and Highway University*

In today's business environment, digitalization is essential for shaping marketing strategies. Digital tools have transformed interactions with customers, allowing for better data analysis, strategy adaptation, and increased marketing efficiency. This paper explores the impact of digital tools on company competitiveness in fast-changing markets, enabling process continuity and adaptability.

Digital tools enhance marketing by allowing for accurate market analysis, personalized offers, and effective audience engagement. Melnyk D.L. [1] notes that analytical tools help identify trends and consumer behaviors, enabling companies to build flexible strategies that quickly adapt to market changes. Data analytics, powered by machine learning, allows companies to track consumer behavior in real-time, aiding timely strategy adjustments. This flexibility gives companies a competitive edge. Innovations like AI and marketing automation enhance customer interactions, allowing for individualized offers based on data. Research by Kobets D.L. and Nezdorovina O.V. suggests that AI increases communication accuracy and relevance, reducing human error [2]. AI integration also cuts marketing costs by automating tasks like reporting and customer requests, freeing resources for creative strategies. Big Data analytics allows detailed audience segmentation, enhancing campaign effectiveness and optimizing marketing budgets. Logosha R.V. and Polova O.L. highlight its importance for sectors needing accurate forecasts, like agriculture [3]. Big Data also offers insights into customer preferences, enabling companies to optimize advertising and focus on relevant audiences. Digital communication tools, such as social media, help companies engage customers directly, building loyalty. Research by Holub V. shows that digital communication improves engagement and adaptability [4]. Personalization, a core marketing trend, boosts customer loyalty. AI helps create