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**„INTERNATIONAL OUTSOURCING AS THE INSTRUMENT
OF STRENGTHENING AND INTENSIFYING ECONOMIC
COOPERATION IN TRANSBORDER REGIONS”**

Summary

The article focuses on outsourcing as the mean for economic development on transborder areas with unique economic potential. It examines the differences in potential of transborder areas and specifies the source of their occurrence. Subject diversity, is pointing the borders as especially favourable locations for external outsourcing application, in the character of supporting tool for companies competitiveness increase as well as the tool, which shall stimulate transborder economic cooperation intensification. The analysis of outsourcing in such meaning, the author of the article is presenting together with investigation of main risk sources, which result from outsourcing economic relations. She also takes into consideration the main conditions of efficient management for outsourcing relations, which aims at business security for those who entrust to international outsourcing their immanent processes. In the article, the roots of individual borders for outsourcing application and individuated character of outsourcing Customer risk, are presented as the examples from practice. As the example of external outsourcing the author shows the integrity of specialist Competence Centres together with the concept of outsourcing and its key role in business security management, of those who entrust the execution of their immanent processes to outsourcing service. The article as well, specifies the role of Competence Centres in the management of effective transborder outsourcing.

Key terms: transborder areas, differences in potential, outsourcing, outsourcing risk, immanent processes, key processes, responsibility symmetry and asymmetry, competitiveness, competence centres.

Introduction

The globalization of markets together with unrecorded in the economic history of human activity growth of technique and technology, communication systems, including Internet, as well as economic unification of Europe, common access to bank currency, are the basic sources of development, dynamics and economic development, but also the enterprising spirit, which is dynamically growing together with local, national and global competition. They are also the key reasons to increase the effectiveness and streamlining of management, which is a prospect to obtain the advantage, over the other market participants and decrease the risk related with execution of business in globally changing dynamics of competing and acting. Integrated activity of listed features has attenuated the effectiveness of products competition, and the capacity to obtain the advantage over other, has transferred into the non product sphere of companies activity, such as: methods, techniques and organization systems, as well as approach to business strategies. Promotion of entrepreneurship, in subject scope assisted with the level of techniques and technology development including automation, IT implementation in production processes and labour processes, creates the non product sphere of rivalry, the modern arena of companies competition for the place on the market.

Regardless of mentioned above circumstances, also the decisions of Schengen Treaty, became an important source of competition increase process for the enterprises, including the competition of subjects on the borders and in the consequence, a chance for development of transborder economic cooperation and the stimulus for economic development of border areas.

Disestablishment of borders has opened the economic routes between the countries. It has revived the transborder traffic. The distance and time of products and entrepreneurs transport has “shortened” as the effect of all available border roads being opened, which one can get through, to neighboring country. The capacities, which are located on both sides of the border, for cooperation have increased and the barriers on common subjects availability have decreased, [9].

Rapidly growing competition and necessity to be competitive, together with growing capacities of subjects cooperation, regardless of their location, are the modern reasons for providing external outsourcing for processes, creating the value for the customer and especially conditions for development shaping, around transborder areas via outsourcing.

Subject issue, remain essential for economic experts, and especially essential for enterprises, operating on border areas.

That is why, also including the fact, that the problem of outsourcing role in transborder economic cooperation development and shaping of economic development in the border areas, it does not find proper place in expert literature and remain in the theory of management as bereaved issue, the subject of herein article would be an attempt to fill such space.

1. Reasons of outsourcing

To consider the outsourcing as the tool, which assists the development of economic cooperation around transborder areas, it is essential to present the reasons of philosophy growth, which is the way of business operation, because theoretical mission of own business operation on the basis of foreign resources exploitation, preserves timeless character. However real effectiveness of outsourcing is determined in a large extent with current conditions, without analysis of which it is difficult to say about creative influence of outsourcing on economic development of companies or region, where such enterprises operates on the basis of outsourcing.

The outsourcing formula has arisen in the eighties, in highly developed market economy, which level of development had an established status and firm, high standard, which was a subject only for current improvement. Subject process has brought together the enterprises to the limit of further competitiveness increase, and has initiated bigger and bigger problems in subject scope. In search for solution for above problem, the discovery of an economical value for concentration with key competences and usage of foreign resources for own economic activity and goals has been made. That is how the outsourcing has been formed. Then the Americans has described the

outsourcing as usage of external companies for execution of one or few organization activities [4]. D.Minoli has extended the meaning, saying that for external service only such scope of works shall be deputed, which can be executed cheaper and more effectively, than in the enterprise, with the engagement of own material and non material resources [4]. Soon, outsourcing was perceived as shifting of some current activity of the company outside its previous organization [5]. Meanwhile the German literature identified outsourcing with entrusting to third parties the responsibility for resources [3]. Another interpretation of outsourcing supplements and stresses that external outsourcing entrust, refer to such processes, which reveal strict, that is, immanent relation with key business processes, of the party using outsourcing, and the sphere of such processes is a real area of outsourcing operation [1], [8], [11], [10].

If the beginnings of outsourcing in Poland equated it with the form of traditional order and perceived the outsourcing with the fact of external companies engagement, e.g. cleaning services or consultant companies, now the modern, more mature economic environment is clearly saying about the external service of business processes or about the outsourcing services sector, represented by centres of advanced common services as e.g. in the scope of analysis and expert opinions, basing on modern technologies and expert knowledge and their unique, competences on the market [10]. Unless we could argue on the adequate examples found in polish literature, as the samples of business processes, which undergo outsourcing services by common services centres, *quote: Business Process Outsourcing are the centres of so called common services, where on the aim of the Client, in effective and low cost way, some of his own business processes are being executed. These may be finances and accounting, PAYROL, HR administration, purchase process elements...*” [2]. For sure taking into account the above, we are very close to convince completely the economic environment to such approach, where outsourcing does not relate to business processes, but only immanent processes related with the business. If we for example consider for the further development in subject scope calculation of employees remuneration or HR administration, although these are undoubtedly necessary processes of work and place of costs occurrence in the business activity, for

production company they do not constitute business processes. They will be such only for companies, which basic field of business operation is either services for remuneration calculation for employees of other subjects according with algorithms ordered by employers of those employees or HR administration execution, which is going to be business competence. None of presented commercial organizations is going to submit to outsourcing its key business process, because it would be a fundamental reorganization of company and its liquidation in the effect of total elimination of statutory economic process from own structures. For instance, considered subjects will cover the transfer of only immanent processes related with basic processes as: production processes and upgrading of software, which is capable to calculate the remuneration, according with law regulations and simultaneously with remunerations regulations of an exact employer, which is being operated within his business process [10], [8], [1]. Similarly, the enterprise is not going to entrust for outsourcing HR administration, but for instance will provide the process for exact competence profiles search on the labour market.

The essence of considered problematic aspect remains essential both for theory as well as practice of outsourcing, because establishment and maintaining the borders of available applications of outsourcing in practice is not only the condition of its economic effectiveness, but also determinant for enterprise existence in economic environment at all.

Outsourcing in Poland has occurred and gained its popularity during economical-political system transformation of the country, when difficulties with management, high and increasing activities costs, and what is most important legacy (economical and mental) after the period of centrally controlled economics, which was not obeying objective activity of economical principles, market parameters, etc. which were the source of any enterprises difficulties with management in market environment and not tolerated non competitive subjects [11].

Analysis of commencement point and development of outsourcing in highly developed countries as well as the reasons of its transfer and activation on Polish soil of economic environment, points on the presence of common reason for using of outsourcing. In both cases, the common intention of introduction of outsourcing was the

need to overcome the difficulties with reaching the proper level of competitiveness, that is such, which would surpass the level of existing competitiveness in the area of exact locations. Enterprises of highly developed countries, already from high level of presented competitiveness had to reach more and more advanced level. Polish economic subjects first had to shape their competitiveness on growing national market and decrease the distance towards market competitors from highly developed economies, to operate successfully on competitive global market. Although the difference in conditions of outsourcing implementation was crucial, the aim of using it in both cases remains analogous.

It proves and is an evidence that outsourcing is the concept of business execution decoded to overcome cumulated obstacles, occurring on the route to obtain the increase of competitiveness and action in highly combined conditions. What remains, is only the identification of such obstacles, analysis and assessment of capacities of closer and further environment, and as a consequence, adequate to real conditions and individual business process predispositions of outsourcing client, execution of entrusted outsourcing services.

2. Difference of outsourcing services environment potential

Search for capacities and scope of outsourcing application is a significant step for extent of further profits, however adequacy of its implementation in practice remains a condition of real outsourcing effectiveness, because it determines safe business level of outsourcing relations, that is such, which synergize the differ the potential, identified between the outsourcing client and subjects operating in various locations and conditions of those who provide outsourcing.

Subject adequacy of outsourcing implementation remains integrally connected with consideration of individual: conditions, peculiarity, predispositions and scope, in which the key economic process of enterprise interested in outsourcing may accept the scope of such outsourcing, being safe for the company, i.e. in which by outsourcing we are not bringing the threats on and we are not crossing safe business limits of such process.

Outsourcing brings together and joins in economic sense subjects of diverse potential, regardless of their real location. It can be implemented, where economic diversity exists e.g. between: production systems and value systems, environments of specified competences, specialization, availability of resources, competence, markets etc. Therefore distinctness is the space for outsourcing application, and their shortage is not conducive for outsourcing.

Disparities in capacities, create virtual set of complementary resources and combine specific potential of new type. These are additional economic prospects, that are capacities, deriving directly from characteristic features for specific subjects and their specific location. They are conducive for distinct interest representatives and following from above fact of different properties of such subjects and their location.

Due to technique and technology development, including communication and Internat, the prospect of outsourcing application has increased as well as economic use, through its agencies of potential differences identified in distance from each other.

Disparities in generally understood capacities of operation, are the natural and common phenomenon, which combine various different reasons. However, regardless of their source, it is the diversified territory, which becomes the sphere of particular predispositions for entrepreneurship development and competitiveness shaped by outsourcing.

The process of competitiveness increase causes the improvement of competences and specializes individuality and autonomy of subjects, which in the effect, create a stream of specified potential. Such potential is associated through outsourcing with different level of potential, and may have wider, additional and more well-balanced and competitive economic application.

Outsourcing is using the energy, which follows from difference in capacities potential. Via its agency, business cooperation of enterprises is being run, supplied with the energy from diversification, regardless of reasons causing such diversification.

Thus outsourcing alliance pursue to synergic exploitation of diversified energy potentials. Such phenomenon, displayed mainly in the scope of competences, knowledge, technique, technology and

infrastructure etc. is gaining the information and combined process of specialistic knowledge creation (know how) together with processes of specific type of resources gaining, including financial and infrastructure, in dynamic development conditions, is nowadays very expensive process with its initiation and financing only for the aim of own company processes, when often enough is beyond the capacities and forces to obtain access to such resources in distinct from traditional way.

Usage of energy deriving from diverse capacities in action for business purpose, is an advantage for competitiveness increase of companies, and the meaning of subject fact in practice increases the more so, if we spot the fact that existence of different sources, which supply the economic operation by outsourcing, do not refer only to spheres belonging to common legal system, in which outsourcing is implemented mainly because of economical reasons and has the character of internal outsourcing. Due to global competition, global diversification of potential exist, and in the wake of above, global environment of potential economic energy appears, which is available for usage by external outsourcing. An example of above, are the arising settlement centres, locating their head offices in the areas of direct access to necessary type of specific resources, such as highly qualified staff or cheaper labour force. In the scope of capacities of outsourcing centres creation, the potential for example of only Wrocław competence environment labour market was appreciated by such moguls as: Hewlett-Packard, Credit Suisse-Wipro, Volvo, Google, McKinsey, CAN, CSS Corp, Rukki, UPC, IBM, Ernst & Young [2].

3. Outsourcing predispositions of transborder areas

If market modern economy is characterized by local diversity of potential, thus on contact points of separate economic systems, the level of such diversity is much higher. The example of such phenomenon, are the border belts, on which subject differences result mainly from the fact of administrative separation of the country with the border line. Administratively appointed border simultaneously sets among the other things, the border of any law, which regulates the rules of operation in any field of social-economic life, on the

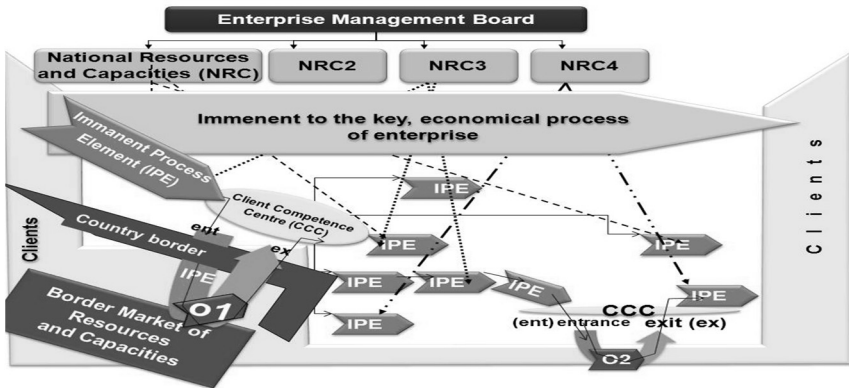
territory of each country. Distinct approach in legal regulations foment the diversification in the rules, conditions and possibilities of running a business, and also availability of infrastructure, resources and finances, etc.

Administrative borders of a country, are also the borders of activity, territorially bounding the economic policy of each country and region, effecting in the presence of local preferences, concessions, subsidies, but also restrictions and discipline, which shape as the effect, the living conditions of citizens of such areas and the level of capacity to satisfy their various needs.

Therefore, administratively demarcated border in artificial way, divides the territories, and together with such division also cultural, religious, customs, infrastructure, technical, economical and commercial environments, in the scope where characteristic for themselves properties and features arise. They, because of its peculiarity, become commercially attractive for representatives of different, administratively separated economic systems.

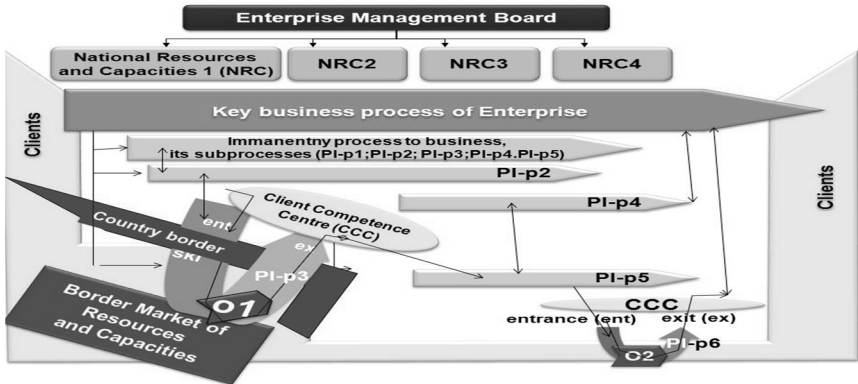
Distinctness in rules, manners, methods and capacities of operation; resources structure and technical infrastructure as well as its construction and represented level of modernity; access to know how, existing on both sides of border, create the areas of increased economic capacities, especially for subjects working close to border. Such locations are conducive to external outsourcing, mainly because of distance to alternative categories. Via his agency, entrepreneurs from one side of the border may nearby, next to, that is on the other side of the border, obtain at all or obtain on better conditions, required by the company categories. It means that such resources, may be obtained, which because of for example financial, cost, legal, technical, procedure and other reasons remain for them unavailable or difficult to reach on the side of border where they have their place of location. Thus, because of the access to neighboring, border resources, they have easier capacity to use them, by transferring the part of own immanent processes on the other side of border, related with own key process and to entrust them to outsourcing services as on illustration No. 1, or to transfer and provide outsourcing for whole immanent processes as on illustration No 2.

Illustration No. 1 – external outsourcing presenting part of immanent process – graphic presentation.



Source: own study

Illustration No. 2 – external outsourcing of immanent processes related with enterprise business process



Source: own study

Entrepreneurs located in the border areas, can assess their level of rationality for business processes, immanent processes (that is sub-processes of base process) and components of immanent processes through the wide specter of criteria. Subject extension of analysis criteria and profitability assessment level of executed economic processes, are the reference points, which exist under various forms on the other side of the border. Their active participation in activities effectiveness monitoring, causes that scope of alternative variants, for execution of individual immanent processes or their components, is extended. Scope of such extended capacities however decreases together with increasing distance of company location to the border. It means that intensification of special business capabilities and real added economic values, which are possible to obtain with outsourcing engagement, concentrates in the near surrounding and on the contact points of separate economic systems. In above places, differences in potential occur, and together with such differences, especially profitable conditions for outsourcing services:

- Reviving the economic relations between representatives of neighboring systems,
- Intensifying transborder development of economic cooperation,
- Arousing such development in directions, which were so far passive in border areas.

Unless, internal outsourcing (national) is mainly dependent from economical aspects, it is the external outsourcing (foreign), especially outsourcing around border areas, which has to deal with the matters of institutions, prices, tax systems, costs, legal regulations, customs and etc. The example of above may be for instance more liberal legal regulations in the scope of ecology in the Ukraine than in Poland. It causes that subjects operating on this side of border, where restrictive ecological law is in force, may in external entrust of outsourcing locate such part of its activity component, which in their location undergoes a strict (most often cost consuming) law in a given scope. Other example, which illustrates special potential and conditions for economical cooperation development of border subjects through outsourcing, may be the access to specific type of technical infrastructure, for instance to logistic centres,

communication, incineration plants or waste treatment plants. Structures of infrastructure mentioned above, belonging to subject located on the other side of border, may in the confines of outsourcing, take over the service of a given immanent process or part of key production process of enterprise operating on the other side of border and eliminate therefore necessity to finance the construction or modernization of mentioned infrastructure. They also can, in the event of external outsourcing, decrease the costs related to operation of such infrastructure, which had to be born by the enterprise on its side of border.

Alike above, the things go with other type of technical infrastructure, as for example road infrastructure, car garages, warehouses, offices, etc. Crucial significance for undertaking the decision about external outsourcing has the spirit of access to specific type of homogenous resources: raw materials, geological layers or qualified or cheaper, or at all available in a given perimeter of territory (i.e. Polish IT staff, software operators and accountants are cheaper from their British or American colleagues). A strong argument for outsourcing around border area may be the difference in remuneration rates, goods prices and services, availability of technology and infrastructure and pro-capital approach of government policy, which provide towards foreign capital specific taxation improvements, for example few year tax release for foreign companies. Crucial for outsourcing decision remains also in the field of community and social background, i.e. trade unions level of activity or level of citizens trust to national financing and other institutions.

Next example of the fact that outsourcing in border areas may use its independence in legal systems and therefore activate economic cooperation of border subjects, may be the difference in tax rates, i.e. VAT tax, which for children articles on one side of the border is in the value of 23% and already on the other side, the rate of the same tax for subject group of articles is "0".

Thus transborder outsourcing (external) holds a promise for larger effects than outsourcing executed in analogous area of economical conditions, legal and social (internal), because the enterprise transfers on the other side of border, such part of its

immanent fields of activity and derives more profitable for himself conditions, decreasing the costs: of remunerations, payments, materials, resources, infrastructure exploitation, etc.

4. Outsourcing risks

Execution of business in the market system is marked with risk, and reaching domination, which aim is to outstrip competitors, in practice means the necessity to undertake activity with much higher level of risk, which as a consequence requires control and management. Economical success, as required effect of commercial activity inspires for implementation of individual ideas for a good business. It justifies application of method and strategy of highly developed action, that is solutions rich with potential predestined for significant increase of company activity. Simultaneously, however such type of venture, stimulates new sources of operational risk, and therefore general increase of diversity, complexity and extent of risk, adequately to its features, which determines the level of unconventional status for chosen competition route.

For practical effectiveness of modern competition, and particularly for streamlining of operation level by outsourcing, the key role is played by multi criteria analysis of possible risk sources and the matter of risk management. It means that together with custom operations commencement, pioneering, authorship and unconventional steps, as for example outsourcing, scope of risk is in each individual case and creates peculiar map, which integrates its individual features, connections and source relations. Their source are both individual features of outsourcing company, which is interested in outsourcing services, as well as outsourcing operation conditions, including environment features, in which it is to be implemented.

The essence of considering the risk in non standard action. It requires to include also the fact that final decision about business in outsourcing mode and its scope and choice of risk management methods of outsourcing service are undertook and determined especially by specificity of:

- Key business process of the party ordering the outsourcing and his product on market offer,
- Represented branch in the scope of which the ordering party operates on the market,
- Competitors of ordering party and delivering outsourcing services,
- Beneficiary profile, product/service for ordering the outsourcing (*that is, traditionally understood as a global Client for commercial subjects or citizen for local government and public administration*)
- Social meaning and role of subject interested in outsourcing. In such case, the peculiarity of public institution is different because of its mission and role apart from commercial subject peculiarity. It shall generate different risk for outsourcing, i.e. in the scope of its minimization capacity through spread of outsourcing risk between commercial subjects.

From the circumstances quoted above, necessity of compatible choice of competition method results or management improvement to real, actual and legal conditions. Indeed, the basic thing is to establish the scope of capacities and limitations, which cumulatively drawing the set, around which the subject interested with outsourcing service may activate it, in a safe way, for the interest of his statutory operation, which de facto outsourcing would assist.

If we would like to illustrate the issue, we can appoint two, for example two power plants. Seemingly analogous production companies of the same branch. Two manufacturers of analogous main product – power supply. The product has the same level of hazard, and analogous non material properties, which can not be cumulated (produced for storage) and transported by general available means of transport. However each power plant will have its separate conditions for application of outsourcing, therefore not analogous factors of outsourcing risk. The following factors will decide about it: production process peculiarity and immanent processes structure, resulting from for example type of fuel, which determines the manufacturing processes (hard coal, lignite), and therefore type of applied power supply production technology. Although the effect of power supply manufacturers production is analogous final product,

the manufacturers remain non analogous subjects because of the fact that they share different groups and have their own individual factors. Following the above we can distinguish such types of power plants as: coal, water, wind farms, which do not represent analogous production systems and vary even around the same group, for example level of technological development, which follows from individuality of time period, when they were constructed and proper for subject times, access to such, and not other technical level of power supply production infrastructure. From mentioned above reasons, considered manufacturers, represent different conditions of main process execution and immanent processes, therefore different predispositions for application of outsourcing and non identified risk. To see the full scope of outsourcing individuality and its risk for such group of subjects, the following aspects combine: location of manufacturers together with peculiarity of such locations, client profiles, etc. [15].

To illustrate the issue of outsourcing risk character diversity, we may present the enterprises examples, operating around analogous location, however in different branches. In this case it is more easy to spot that the scope and range of outsourcing risk for power plant, medicine manufacturers, backpack manufacturers, dairy products or mineral water shall be determined with its peculiarity and properties of represented branch, key peculiarity, own business processes, availability of preferred resources by each subject and also the character of branch law, or specificity of the market segment providing the service, etc.

Considering individual character of outsourcing risk on the basis of practical examples, and therefore listing limitations and streaming the capacity of its application, can not be done without reference to the members of public services sector that is in fact the public and local administration. Those service providing entities, have their unique character of function and responsibility imposed by the law, what is raised and stressed by professor Oleński, and in reality it means that “they are not affected by effects of outsourcing, which are important in commercial sector, as division and risk optimization, reorganization by elimination of some tasks and functions” [6]. It is clear-cut that in practice, those subjects have no

capacity to distribute their responsibility between other subjects in any form. Therefore transfers of proper responsibility for outsourcing, also by engagement of insurance products or special clauses and records in the contracts, are in the case of public or local administration units ineffective. However they remain available in outsourcing application between the commercial subjects, unless the insurance sector has such products in its offer.

Considered examples confirm the individual approach and diversity of outsourcing risk. They discredit any belief about:

- Universalism of outsourcing action strategies,
- Analogous criteria and identical level of difficulty in establishing outsourcing relations or identical features of such relations,
- Analogous scope of profits, resulting for the party, which orders the outsourcing,
- Unified level and scope of outsourcing service risk.

They also show that outsourcing, which is executed without previous identification of its individual borders of availability, set by capacities of responsibility symmetry protection, between the parties of outsourcing alliance, would increase the economic risk for ordering party of outsourcing, including actions for the loss of the company. The extreme example represented by public institutions, show that, as the Client of outsourcing, they are in the status of prisoner of the subject, which delivers outsourcing services [6], [7].

The essence of source and type of risk specificity for outsourcing, results from the fact that, it is an example for highly advanced strategy of activity performance [12], which establishes minimization of own resources and execution of own business on the basis of outside resources exploitation, what in practice may be compared to paid exploitation of other resources, from which the business receives as an effect of such exploitation, required parameters gained by the Client. In such situation the responsibility for actions on behalf of the supplier of service. Minimization of own resources, which is the key issue in outsourcing concept, heads toward establishment of rational business relations with widely understood outside resources and their exploitation in symmetrical

division, together with the transfer of responsibility in the scope of time, when subject exploitation is affecting the Client business process in well-balanced way. Low level of own resources in the assumptions of outsourcing strategy is a binder of flexibility and huge diversity of the subject executing own business process with such system, because the system on the one hand is to effectively support management with necessary minimal own company resources, and on the other hand to give preferential treatment for relatively low budget transfer of exploitation process from current outside resources on the other, more business favour, more effective, increasing the competitiveness of outsourcing Client.

Considered outsourcing assumption does not refer to cases, when outsourcing Client risk is related with creation of threat for its key statutory process. Therefore, there is constant necessity for not only initial symmetry of responsibility between outsourcing parties, because subject symmetry is a real tool for minimization of outsourcing risk and protection of economic profits of outsourcing Client. The need of permanent symmetry of responsibility, between outsourcing parties is the source of necessity to apply, permanently, and not only initially and from time to time, efficient mechanism (tool), which would protect the Client interest against control of outsourcing suppliers, and therefore against their decisive influence on capacities of business process continuation, belonging to outsourcing Client [14].

Such case will appear within the outsourcing Client:

- will not transfer in reality and actual way or because of missing legal capacities the responsibility character for operation effects on the aim of the Client. Such type of effective transfer would not be able to be done on the aim of outsourcing service provider,

- he will allocate the entrusted service in the structure of monopolistic supplier,

- will allow to develop the proper relation of outsourcing into cooperation with monopolist,

- will expand its scope to the entrusted individual borders of outsourcing application,

- will lose the capacity of changing the supplier of outsourcing service, as the effect of missing or disappearing other suppliers of a given type of service on the market or as the effect of competence loss, that is own know how, will lose the capacity to shape content related, legal, organization, etc. parameters of outsourcing relations [14].

5. Competence Centres in transborder outsourcing development

From the above issues, further essential consequences arise for effective outsourcing, especially for outsourcing, which stimulates transborder economic cooperation development.

First of such things, relates to necessity of competition existence on the outsourcing services market providers, able to provide existence of alternative for the choice and change of such type of service supplier. Competition, mentioned above do not relate only to existence of local or national competitors, but all, to which the access of the Client of outsourcing service is real in fact. Thus, the subjects operating in transborder areas, because of favourable location peculiarity, gain the access to broad scope of tenderers, therefore to wider, competitive market offer, what shall be provided by neighboring of subjects operating on the other side of border. Such circumstance is an advantage for better outsourcing conditions in border areas and provides higher level of delivered rationality to the Client. As a consequence, the argument for economic subjects cooperation development arises on both sides of the border and is assisted by outsourcing, economical development of transborder areas.

Second matter, relates to special type of Client organization, which has to exist to provide the operation in outsourcing strategy business effectively and to entrust the Client with permanent capacity of all outsourcing relations operation, which he establishes.

Considered issue, remains directly related with establishment within the outsourcing Client structures of Competence Centres (CC), regardless of the fact whether outsourcing is being run with national

of foreign subject. Competence Centres, are specialist organization categories:

- Created on the basis of remaining, in the Client structure representatives of competence scope, in which he has ceased his operation and which he transferred for execution in the structure of outsourcing service provider, and

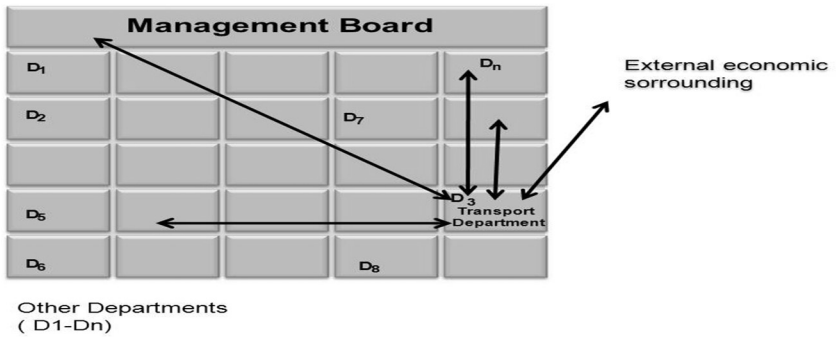
- Located in the place of such functional company areas, which he substituted by outsourcing or established as additional organization units for outsourcing service operation in the scope of newly undertook venues by the Client [13].

The role of expert Competence Centres is to represent the competence of the Client and his business towards the outsourcing service providers, and create as well as manage of outsourcing relations and of course management of outsourcing risk.

The main tasks of Competence Centres are the following: communication of the enterprise with the market of specialistic services; execution of expert dialogue with outsourcing suppliers in the scope of competence represented by each Center; creation of content related essence of outsourcing relations and its systematic redefinition, according with changing needs of Client and his priorities, resulting from market changes; specification of effectiveness level for delivered outsourcing services together with performance of assessment for delivered service quality, monitoring of outsourcing suppliers market situation, permanent symmetrization of responsibility in individual contractual revisions of outsourcing and streaming of effective cooperation fields, as well as organization and operation of outsourcing provider change process, etc.

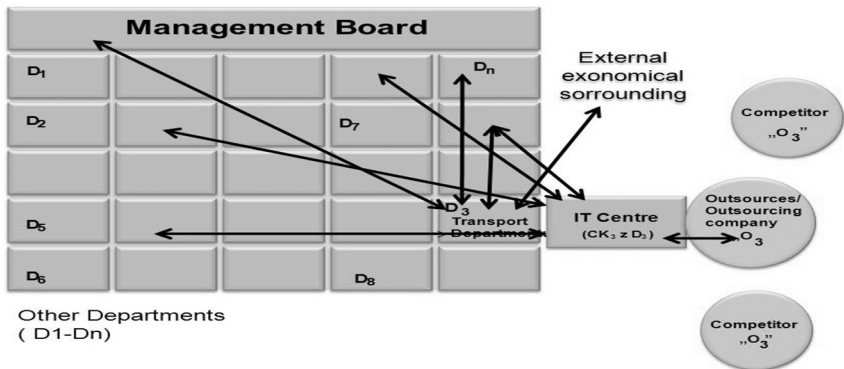
The essence and process of Competence Centres creation, for the aim of providing effective management over the outsourcing relation and business security back up of outsourcing Client, are presented on illustrations No. 3, 4, 5, 6.

Illustration No. 3 Enterprise, its operation (D1-Dn), their common relations.



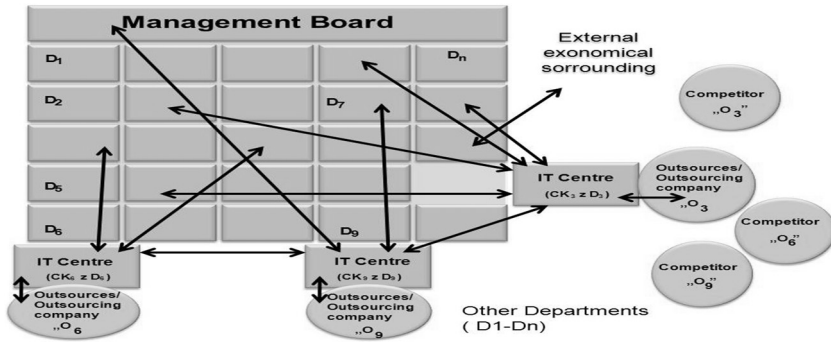
Source: own study

Illustration No. 4 Desisting of transport function, establishment of CC for branch internal operation for the aim of company and outsourcing relations.



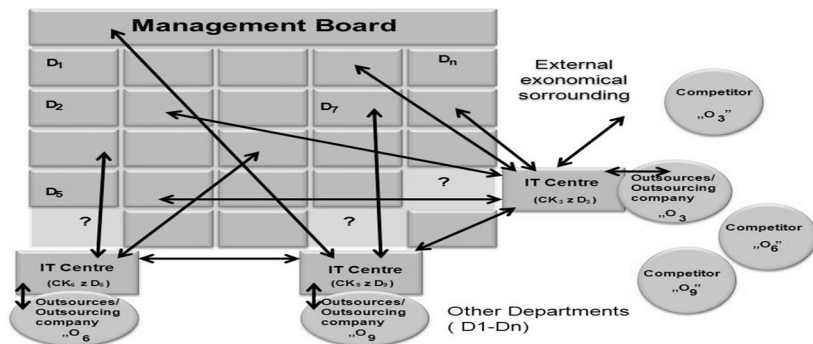
Source: own study

Illustration No. 5 Competence Centres in operation of internal company Leeds and content related Communications with suppliers of outsourcing services.



Source: own study

Illustration No. 6 Scale of discontinuity of company operation and outsourcing risk, brought on by following desistion of self service on the aim of outsourcing entrust.



Source: own study

Illustration No. 6 presents the scale of broken off internal connections, with which the enterprise is dealing, giving up from many so far performed in own scope immanent processes. It presents the essence of Competence Centres in shaping of continuity of internal communication process of the company with outsourcing service suppliers. The diagram draws the attention on the phenomenon of breaking the organization integrity, breaking of its internal connections

and transformation of switched off from operation fields into dead fields (*on illustration No. 6 it is market with grey rectangles with question mark*), what is achieved each time, when self service is being substituted by outsourcing or engagement of outsourcing without simultaneous establishment of Competence Centres for execution of functions, which were not performed so far by own system of outsourcing Client. Dead fields, are paralyzing capacity of company operation at all, and especially in the scope of outsourcing entrust. Therefore the Competence Centres are the organization category, which task is to provide and prevent or restore connections continuity, operation and efficiency of organization in locally deserted actions and those substituted by outsourcing. Because of Competence Centres, other fields of company activity and its individual organization units, resume common communication and harmony of cooperation. They preserve continuity of operation for own needs in the scope, which is substituted by outsourcing, what is taking place, as the effect of Competence Centres relations shaping with the supplier of outsourcing services, favourable for Client management priorities.

Competence Centres are the properties of outsourcing, they combine the integral categories related with each other, created for protection of interest and competence of the Client in relations with outsourcing company, especially in the fields directed on the route of outsourcing operation. Such observations, of no value in practice, seems important for outsourcing practitioners, especially for transborder outsourcing, which is carried in different legal, fiscal, currency, culture systems, etc. From those circumstances, another tasks are growing for expert Competence Centres and additional types of risks, and as a consequence the need to execute those tasks and minimize the risk. By operation of expert Competence Centres, the Client creates the conditions for creation of its business effectiveness via outsourcing. He manages each kind of outsourcing risk, however under the condition that he will establish such Centres in the fields which are under the outsourcing, regardless the fact that he previously has given up own execution of such scope, or has undertook activity in the new field and has entrusted it from very beginning for outsourcing.

That is to say, Competence Centres, are in practice the instruments of outsourcing, managing the game of risk, credibility and

safety mean for outsourcing relations, because outsourcing does not decide whether to buy? or perform by own means?, but its main goal is to maintain balance between independence and motivation and control as well as security of the party, which applies outsourcing [4], [11].

Therefore, each outsourcing relation requires Competence Centre, playing the role of outsourcing application diagnosis centre, and centres which shape, manage and operate the outsourcing relations, especially:

- Symmetrizing the level of content-related competence and scope of enforced responsibility of the party, which delivers us the outsourcing services,
- Shaping the business character of cooperation,
- Providing direct influence of Client on the course of his key business process,
- Reinforcing legal-business security of the party, which performs the outsourcing entrust.

Summary

Border areas as the areas of distinctness and economical diversity, represent specific potentials, which in practice represent the sources of additional and complementary economic capacities, especially for the subjects operating in the border areas. Business application of such capacities by specific companies, becomes possible via external outsourcing, which activation is pointed on exact profits obtaining by the party, which is going to use external outsourcing service.

In each case mentioned above, there is an economic cooperation of border enterprises. Enterprise from one side of the border, introduces his immanent processes from own organization and places their execution in the foreign partner structure, satisfying therefore own needs by exploitation of his resources together with simultaneous real transfer of responsibility. Supplier of outsourcing, however extends his business operation range, by transborder operation. As a result, external outsourcing established for operation of specific border subjects interests, activates in the role of

economical developer of transborder cooperation creator and an instrument, which revives the economy in the border areas. As a consequence, in the effect of using the potential differences, outsourcing executes the function of a tool, assisting the economical development of border spheres and activation of trends, which profitably change the living conditions of local societies, inhabiting such areas.

Transborder outsourcing is the method using increased chances, but also an operation of increased risk, therefore the economical profits, which may be foreseen in such type of outsourcing, are determined by the need of permanent, expert management of outsourcing partners relations. We are talking among the other things about the risk minimization for outsourcing Client, which can be obtained by running expert Competence Centres, which would not only identify the limits of safe and secure outsourcing and which symmetrize the responsibilities of outsourcing alliance partners, but also shall search the capacities of increasing the outsourcing scope and profits follow from steps the Client had undertook, to satisfy such type of own business processes needs.

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