CURRENT STATE AS WELL AS PERSPECTIVES OF LOGISTICS SERVICES OUTSOURCING IN POLAND

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Abstract. Theoretical basis of the paper is to define the concept of outsourcing as well as benefits and risks associated with its implementation. Article specifies what means outsourcing in the field of logistics and presents division of logistics services which are sent to external companies. Current state and prospects of development of outsourcing in Poland is discussed as well. Parametric and nonparametric thesis of significance for differences in sale's changes in the logistics industry for 50 and 500, top enterprises were used in order to verify the aim. An analysis of the dynamics of changes in sales in the logistics industry for logistics, freight forwarding as well as transport companies was carried on the basis of the average rate of changes over the period 2006–2016.

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1. INTRODUCTION

The growing interest of logistics services' outsourcing is not characteristic for the global and European market only. Its development trends are also visible in Poland. Nowadays, more and more companies from our country become interested in using such a solution. General essence of logistics services outsourcing stems from the conviction that the best results are achieved by focusing on core activities (core business) and the remaining, logistical operations shall be entrusted to external firms – specializing in a particular field (Trocki, 2001). Outsourcing is based on the principle that everyone does what he can do best (experience effect) and what he can do at the best price – so called: scale effect (Nowaczyk, 2009).

Management of transport services, warehousing, freight handling, IT services, usage of logistics applications to perform services, benchmarking, logistics consulting as well as logistics professional education can be listed among logistics services which frequently become a subject of outsourcing. The motive of transferring their performance to the outside party is the whole spectrum of benefits. Part of the company's work commission (non-core activities) to the logistics operators can contribute to a better functioning of the unit while continuing to provide high quality products. Ordering company can reduce costs, amount of investments and capital commitment (as well as allocate it for other purposes), increase the level and quality of services as well as concentrate on its core competencies offering greater flexibility in adjusting the offer to the customers' requirements. What's more, an external company is also able to increase turnover as well as acquire knowledge that can be used further in cooperation with other entities (Rydzkowski, 2004).

In the article, the authors have attempted to determine what is the state of logistics services market in Poland as well as perspectives of its future development. Theoretical part of the paper is devoted to the state of knowledge presentation. It was prepared based mainly on query library as well as literature studies. In empirical part the authors try to expand and complete the information provided before. This was elaborated based primarily on research concerning operations of 50 polish companies acting in the logistics industry.

2. POLISH MARKET OF LOGISTICS SERVICES

The market of logistics services in Poland is still relatively young and highly diversified. Its extensive development is associated with economic changes and the opening of the Polish economy, which has begun in the late 80s of the last century. The largest growth in the industry of logistics services can be seen within the years 2004–2008. During this period outsourcing servants expanded their offer. Also their clients started to require realization of additional services, complementary to the services used so far (e.g. return of the documents accompanying the shipment, packaging, warehousing, logistics consulting, highly specialized services – dedicated to a specific industry, e.g. the carriage of goods at controlled temperature) (Nowakowska-Grunt, 2011). Nowadays Poland strengthens its position as a good place to perform any task in the field of logistics. This is evidenced by the results of different surveys, e.g.:

- SourcingLine Top outsourcing countries 2011 (Raport SourcingLine, 2011). According to the report Poland is ranked 16th place in the world in terms of attractiveness for outsourcing. Information on the costs of doing business, resources and competencies as well as business environment were taken into account when creating the results of the report. Based on such criterion Poland was ranked ahead of such countries as, among others: Czech Republic, Romania, Bulgaria.
- In turn, the ranking of Top 50 Emerging Outsourcing Cities conducted by Tholonos (Rank, 2016) places Krakow in the top 10 cities in the world where outsourcing is growing the fastest. Krakow has been recognized as a city with high economic potential, ahead of Buenos Aires or Beijing.

At this point arises question why Poland is placed just as high in the rankings, what affects its worldwide success. The answer is related, inter alia, with country's geographical location. Central and Eastern Europe is an ideal place to build, on a near shoring rules, business service centers of corporations from Western Europe.

Polish competitive advantage in this part of Europe is also shaped by the size of the population, which reaches 39 million. Only Ukraine is bigger, but due to the fact that this country is not a member of the European Union it does not raise investors' confidence. Amount of population is reflected by the number of students, which are about 2 million in Poland. This is a factor valued by entrepreneurs, because the availability and qualifications of graduates can provide success on the market. The most sought professions are accountants, financiers, it specialists, philologists as well as engineers (Pięta, 2010).

Polish main advantages on outsourcing market of the world are: central location, membership in the European Union, an attractive ratio of costs to quality of service, availability of highly qualified human resources and low risk. Modern process solutions and infrastructure, professional operators and the competence of personnel often can surprise potential partners from other regions of the world as well as local customers who decide to delegate logistics task to an external operator (Voronina & Krykavskyy, 2017). This means that according to experts the next few years will pass under the sign of the constant development of the outsourcing sector and a steady increase in demand for services (Staszel, 2015). The market of logistics services in Poland will remain competitive and should continue to intensify its dynamic because the competition is so high that stabilizes the price of services at a relatively low level, one of the lowest in Europe.

2.1. Results

In order to somehow verify the state as well as prospects of development of polish market of logistics services, several indicators were taken into account. First of them relates to the state of warehouse property market. It still grows rapidly, both in terms of activity of tenants and developers. In the first quarter of 2016 a total of over 445 thousand square meters of A class warehousing area within the 26 new projects were delivered on the Polish market. Thus, the supply of modern warehouse space in Poland exceeded 10.4 million square meters. In the first three months of 2016, 120 contracts of lease covering close to 680 thousand square meters were signed (Fig. 1).

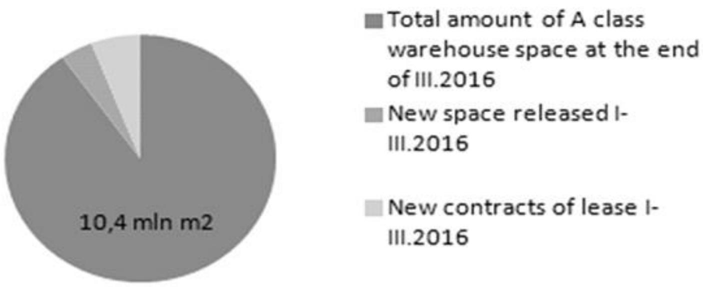

Fig. 1. Supply of storage space in the first quarter of 2016

In the analyzed period, the most desirable locations for tenants were Warsaw (166 thousand sq. m. of leased space) and Upper Silesia (152 thousand sq. m.). At the end of March approx. 600 thousand square meters of surface remained vacant what means the general vacancy rate at rather low level: 5.8%.

Near future perspectives for the warehouse market in Poland are optimistic. According to forecasts for the next years (Listowski, 2016):

- strong demand for warehouse and logistics space will be generated by the retailers' chains and logistics operators as well as by companies from e-commerce and automotive sectors,
- rents will remain rather unchanged. What's more, due to the competition, developers and landlords should offer attractive incentives to tenants,
- in turn, the average vacancy rate in the whole country scale will remain level of no more than 7%,
- in addition to the new logistics parks' openings there will also be implemented subsequent stages of investment in both existing and new sites.

Another indicators which have been taken into account is the dynamic of changes in sale in the logistics industry for 50 companies in the period 2006–2016 as well as for companies differentiated by their size.

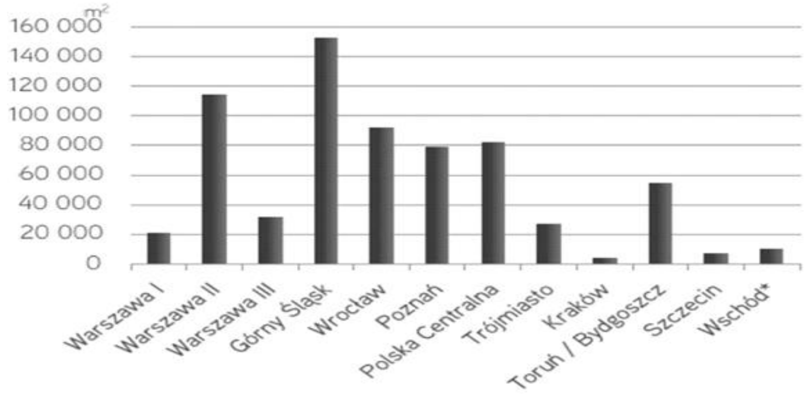

Fig. 2. Demand in the main markets of storage in the first quarter of 2016 years

Analyzes was performed using t-Student test for two averages of the dependent variables as well as marks' test. The average changes in sales in each year from the period 2006 to 2016 were compared. Measurement was carried out in the same period, what means at the same element of the population. The results therefore, were treated as a result of a single trial and test for average differences was used:

Table 1. The average changes in sales in each year from the period 2006 to 2016 were compared

Variable	t	df	p
1	3.992293	10	0.002550
2	–0.633292	10	0.540755
3	–0.612313	10	0.553998
4	–0.178396	10	0.861975
5	–3.175970	3	0.050250
6	–0.642993	3	0.565996
7	0.822230	3	0.471207

In case of small p ($p < 0.05$) we reject the hypothesis of equality of distributions (average)

Analyses results in conclusion that the sale in logistics industry grows each year (Fig. 3). Tempo of this growth is not equal but rather stable. Data for 2016 is forecast but it seems that upward trend will continue. Generally speaking 11.3% is the dynamic of changes in sale on the basis of average rate of change what means that the sale of services increased on a mid-year scale despite the growing public finance deficit, low growth in consumption and development investments postponing. Second analysis being carried out concerns the dynamics of changes in sales in the logistics industry for 50 companies (differentiated by their size: large, medium and small on the basis of the average rate of change in the period of 2013–2016) – Figure 4.

Table 2. The average changes in sales in each year from the period 2006 to 2016 were compared (b)

Pair of variables	Test of marks (significant results from: p < 0.05000)		
	v < V	Z’	p value
1	81.81818	1.809068	0.070440
2	77.77778	1.333333	0.182422
3	60.00000	0.316228	0.751830
4	60.00000	0.316228	0.751830
5	100.00000	1.500000	0.133614
6	75.00000	0.500000	0.617075
7	50.00000	–0.500000	0.617075

In case of small p ($p < 0.05$) we reject the hypothesis of equality of distributions.

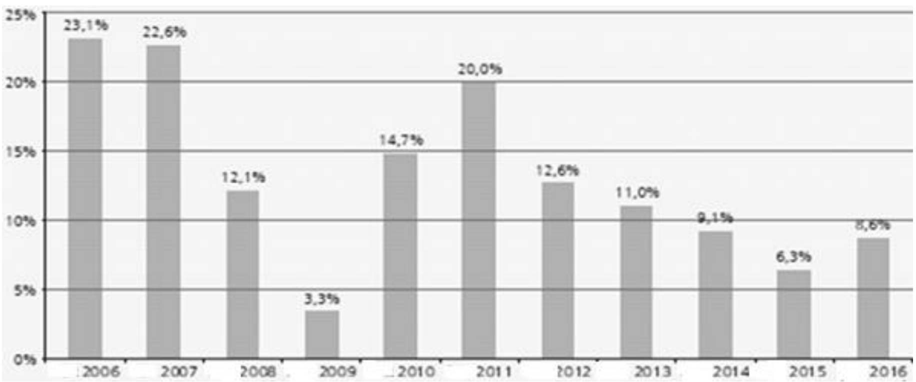

Fig. 3. Changes in sales in the logistics industry in the previous years (Barometr, X 2015, N = 50)

The average annual rate sales’ change in the logistics industry (large enterprises) amounted to 7.27%, for medium-sized enterprises: 13.34% and 8.45% for small ones. The greatest rate of change in the period of 4 years of activity was observed in medium-sized businesses, where sales increased by an average of mentioned 13.34% year after year.

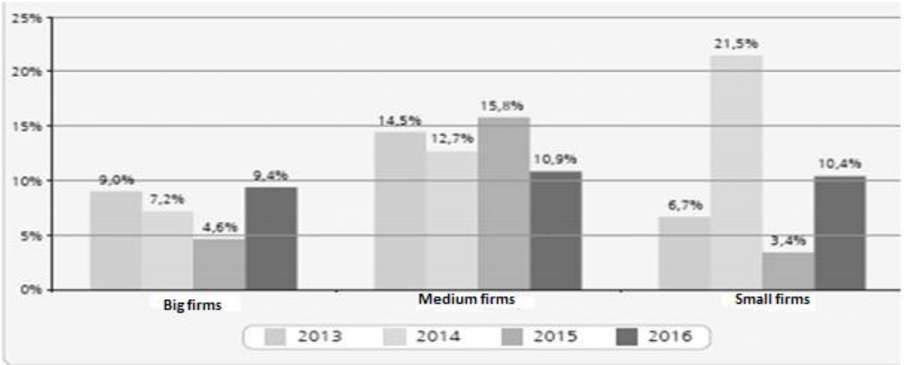

Fig. 4. Changes in sales in the logistics industry in comparison to the previous year (Barometr, X 2015, N = 50)

3. CONCLUSION

Based on presented results as well as citing outcomes of different rankings one can judge that Poland have currently strong position on the global market of outsourcing of logistics services. The volume of sales of logistic services is growing, the demand for space where outsourcing services can be realized is increasing. Further progress should be visible in the near- term period. It will be, inter alia related to the development of retail networks. There is a great development of trade networks in Poland (Wrzesińska, 2008). Such enterprises increasingly tend to outsource certain tasks to companies from the TSL market. Therefore the number of distribution centers built by this units have increased so far as well as will heighten in future.

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BIOGRAPHICAL NOTES

Monika Kozerska is a PhD in Management at Częstochowa University of Technology at the Institute of Logistics and International Management, her research interest is primarily development of logistic centers in the world, the cooperation of logistic operators with recipients from various industries and logistic customer service in a wide. She is an author and co-author of nearly 70 publications at national and international conferences, published in scientific journals and compact publications.

Aleksander Pabian is a PhD graduated from Czestochowa University of Technology with two master degrees (in Management and marketing as well as International management). He is also a graduate of the Academy of Young Diplomats in Warsaw (promotion of Jozef Beck). In 2014 he obtained a doctoral degree in economic sciences in the discipline of management sciences. Currently employed as an assistant professor in the Institute of Logistics and International Management of Częstochowa University of Technology. There he carries out scientific, didactic and organizational tasks. He also serves as a member of the Organization and Management Committee of PAN branch in Katowice. His research interests are mainly focused on the topic of socially responsible supply chain management of enterprises. The partial results of his work, he shares with the scientific community by participating in international scientific conferences organized both inside and outside the country. Author and co-author of nearly 50 scientific articles published both in Poland and abroad.