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**УСТОЙЧИВОЕ РАЗВИТИЕ ЭКОНОМИКИ:
МЕЖДУНАРОДНЫЕ И НАЦИОНАЛЬНЫЕ АСПЕКТЫ**

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Устойчивое развитие экономики: международные и национальные аспекты
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Впервые материалы конференции «Устойчивое развитие экономики: международные и национальные аспекты» были изданы в 2012 году (печатное издание).

Рассмотрены демографические и миграционные процессы в контексте устойчивого развития экономики; обозначены теоретические основы, практические аспекты управления человеческими ресурсами; выявлены и систематизированы драйверы инклюзивного экономического роста в Беларуси и за рубежом; раскрыты актуальные финансовые и экономические аспекты развития отраслей; приведены актуальные проблемы и тенденции развития логистики на современном этапе; отражены современные тенденции совершенствования финансово-кредитного механизма; освещены актуальные проблемы учета, анализа, аудита в контексте устойчивого развития национальных и зарубежных экономических систем; представлены новейшие научные исследования различных аспектов функционирования современных коммуникативных технологий.

Для научных работников, докторантов, аспирантов, действующих практиков и студентов учреждений высшего образования, изучающих экономические дисциплины.

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SUPPLY CHAIN MANAGEMENT IN THE HOUSEHOLD APPLIANCES INDUSTRY

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This article discusses the impact of globalization on supply chain management in the household appliances industry. It analyzes the prospects for the development of supply chain management in the world and the introduction of innovations in this area. On the basis of the study, not only the main problematic aspects of the supply chains of the household appliances industry were identified, but also areas of growth and development. The main conclusion of this article is the advantage of introducing software products to achieve the flexibility of supply chains in current conditions of running a large business in the household appliances industry.

Keywords: Globalization, supply chain, cost reduction, flexible, household appliances.

At present time it can be noted that the borders of states have become very conditional, and more and more companies are international. This effect is called globalization, followed by an increase in the scale of business, the unification of various structures not only within companies, but also within entire states, and, of course, changes in business processes and development strategies. [1] Changes are noted in the rules and requirements, both political and economic, as well as ideological. All of them are related to customs borders between countries and regions of the world, global agreements on trade and tariffs, economic cooperation, etc. Globalization has a direct impact on supply chain management and their properties. To achieve competitiveness, companies strive to make their supply chain more optimized by reducing costs. Besides, in today's globalized world, companies are trying to make supply chains more efficient by achieving flexibility. [2-5]

The purpose of this paper is to analyze the approaches of supply chain management of the household appliances industry.

To achieve this goal, the following tasks are solved:

- explore the essence of supply chain management and its history;
- analyze the market of household appliances;
- identify problematic aspects of modern principles of supply chain management;
- determine the effectiveness of supply chain management;
- analyze the prospects for the development of SCM in the world and the introduction of innovations in this area.

The paper presents an analysis of current and emerging trends in supply chain management and opportunities in the global household appliance market.

It is believed that the cost-oriented strategy of the global supply chain can direct production to only a few countries with lower costs. This creates a supply chain with inflexible opportunities that is at risk of interrupted supplies and the risk of fluctuations in transport prices and exchange rates. A company that is a member of such a supply chain should reduce transportation costs and exchange rate differences as it cannot cope with transport

price fluctuations and exchange rates. When using a cost reduction strategy, a company can quickly fly out of the market due to a lack of response. On the contrary, the global supply chain with flexible capacities offers the possibility of moving production to the places most efficient in certain macroeconomic conditions. A flexible supply chain strategy allows you to quickly respond to all changes in the market, but will affect a significant increase in costs. This concept of the supply chain reduces the need for financial hedging, that is, financial transactions into which transactions are made in order to limit or reduce the risk of existing investment positions. [6-7]

By maintaining flexibility, businesses can adapt to high diversity, sudden changes in volume. A flexible supply chain is able to respond quickly to fluctuations in demand and effectively manage pricing. The essence of flexible supply chains is to increase the level of service by increasing the speed of response to customer orders.

Delving into the problem of achieving flexibility of supply chains, such authors as Sunil Chopra and Peter Meindl in their work distinguish three aspects: strategy, planning, and operation. [8] Special attention is paid to planning, namely, forecasting of demand, the planning problem, responding to predictable variability in the supply chain etc. Supply chain planning is one of the most important parts of supply chain management. Supply chain planning is based on systems for advanced planning and scheduling.

In addition to solving the tasks of operational management, supply chain planning systems include strategic planning of the supply chain structure: to develop plans for the supply network to simulate different situations, to assess the level of operations, to compare planned and current performance.

The development of supply chain planning systems is followed by the conclusion about the development of informatization of society. In modern conditions, the company's business processes and information technologies are inextricably linked with each other. The establishment of linkages between the three areas of business concepts, information technology and supply chain planning is currently one of the most important tasks. As a result, the increasing use of consulting services and information solutions for supply chain management and their flexibility are being monitored. The most popular in the world and Russian market at the moment are: SAP, Microsoft Dynamics AX, 1C, etc. Not only foreign authors [9-10], but also Russian authors [11-15] wrote about the development of information technologies in SCM.

In particular, the effect of globalization is noticeable in changing the structure of supply chains of world producers. For example, many companies with different approaches to supply chain management are noticeable in the household appliance industry. Such companies are: the Midea Group, Gree Electric Appliances, Whirlpool, Electrolux Group, Qingdao Haier and LG Corp., Samsung Electronics, Amica Wronki S.A., Arcelik A.S., Dongbu Daewoo Electronics, Gorenje Group and others.

Today it is difficult to imagine a person's work without electronic and mechanical assistants. Household appliances save a huge amount of time, releasing it for family, pleasure, work or leisure.

Technologies in the household appliance industry have come a long way. Today, household appliances have high levels of reliability, energy efficiency and resource conservation benefit. Here are the main ways of development of modern household appliances:

- automatic cooking;
- multi-functionality;
- control through the application;
- stylish appearance.

According to [16], the global appliance market is growing. Almost in all segments, there is a tendency to increase the demand for premium goods. In 2019, according to GFK, the growth of the global market is also expected.

The development of the Russian market for household appliances and electronics in Russia became so successful due to the fact that consumers actively bought appliances, especially in the second half of the year, expecting price increases due to the unstable ruble exchange rate. Also influenced by the number of mortgage loans issued in the last 3 years, which are transformed into new apartments, and, consequently, the need for household appliances.

Analyzed the theme of supply chain management in the household appliances industry, three main problems can be identified:

1. The transition of retail trade from the traditional format to a universal sales channel due to the increasing importance of the Internet as a sales channel and information exchange.
2. High rates of innovation in combination with numerous factors within such trends as “smart home” and “smart devices”.
3. Efficiency and high-tech brands of large and small household appliances in a highly competitive market.

To outperform competitors, manufacturers and retailers of large and small household appliances need to understand which market trends remain constant and which ones change and what affects consumer purchases.

Over the last 10 years, sales of global major domestic appliances have shown a steady upward trend (Figure 1).

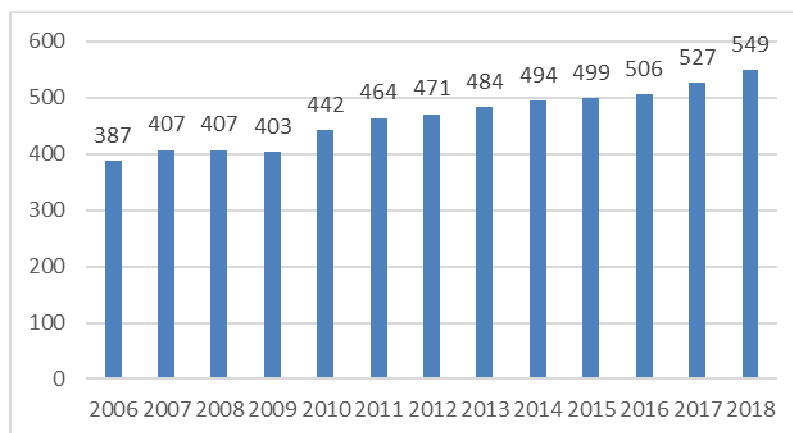


Figure 1. – Major domestic appliances unit sales worldwide from 2006 to 2018 in millions

Source: [17]

Many of the representatives of the "Top producers" have production and distribution worldwide. Therefore, the analysis of supply chains in this market is very interesting. Each company pursues different targets by which it achieves supply chain optimization and profit maximization.

Based on distribution channel (Figure 2), the report segments the global household appliances market into supermarket/hypermarket, specialty stores, e-commerce, and others.

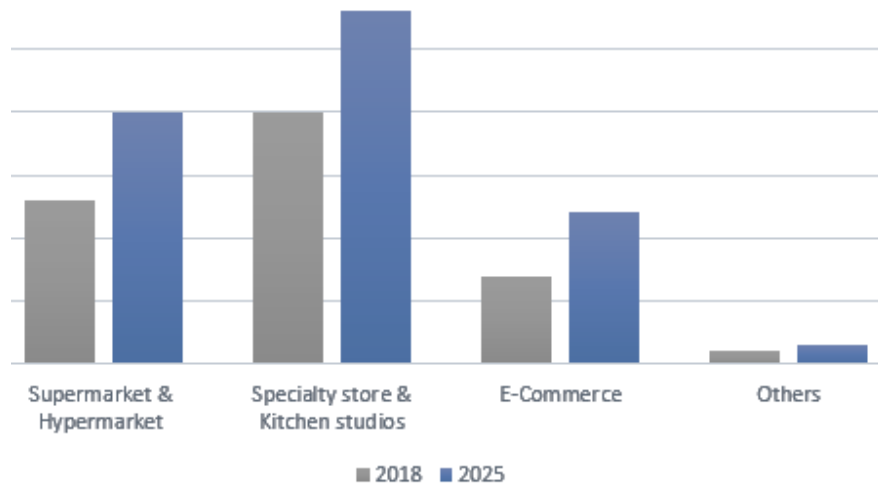


Figure 2. – Global household appliances market by distribution channel

Source: [18]

The e-commerce segment is expected to witness rapid growth during the forecast period owing to high penetration of internet and smartphone, along with technological advancements. However, the specialty store segment dominates the market as consumer prefers to analyze and evaluate the product before purchase.

Conclusion. Global supply chains should combine risk reduction strategies with financial strategies. Moreover, the modern supply chain is becoming more and more complex every day. Consumers demand innovative quality products at the right time and at a reasonable price. Finding ways to reduce costs and make the supply chain more effective at the same time is currently one of the biggest problems facing companies. They try to find different solutions: transfer production to low-cost countries, try to directly or indirectly minimize tax distribution, use less expensive delivery methods, etc. At the same time, companies sacrifice their supply chains to becoming more complex. In order for companies to be competitive, their supply chain needs to be cost efficient, responsive, flexible, and agile, and must enable customers to get the right products in the right quantity, at the right time and the right place. It is difficult to develop a supply chain that has all of these characteristics. In this regard, companies are trying to apply a flexible methodology of supply chain management.

Now it becomes possible only with the help of specialized software products. SAP Integrated Business Planning, Microsoft Dynamics AX, Antor Logistics Master are only some of them. They help to take into account all business conditions and, at the same time, to optimize processes.

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УПРАВЛЕНИЕ ЦЕПЯМИ ПОСТАВОК НА РЫНКЕ БЫТОВОЙ ТЕХНИКИ

К.И. Воруцк

В этой статье обсуждается влияние глобализации на управление цепями поставок на рынке бытовой техники. Проанализированы перспективы развития управления цепями поставок в мире и внедрение инноваций в этой области. На основе исследования были определены не только основные проблемные аспекты цепей поставок на рынке бытовой техники, но и области роста и развития. Основным выводом этой статьи является преимущество внедрения программных продуктов для достижения гибкости цепей поставок в текущих условиях ведения крупного бизнеса на рынке бытовой техники.

Ключевые слова: глобализация, цепь поставок, снижение затрат, гибкость, бытовая техника.