

APPROACHES TO MANAGING VALUE CHAINS

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The work is devoted to the modern concept of value chains. Value added chain management is the alignment of business processes in distributed production systems (business systems) that produce final products, aimed both at ensuring the financial stability and competitiveness of participating enterprises, and at the economic development of the regions where they are based, including the national economy.

The purpose of the research is to systematize approaches to managing value chains.

In the world theory and practice of management, the concept of value chains (VC) is still being formed. In this regard, only a few approaches to the control of the VC are known [1, p. 81]:

1. Marketing approach: attention is focused on taking into account consumer preferences in the production of products and bringing it to the end consumer

2. Theory and practice of strategic management: problems of development of companies based on outsourcing, the formation of network structures and other integrated associations

3. The theory of international trade: the established model of the international division of labor is substantiated, as a result of the implementation of which industrialized countries locate production facilities in peripheral countries.

Nevertheless, within the framework of the concept of managing value chains, many authors, for example, Professor Yu. A. Lebedev and Associate Professor Babkina U.S., etc., distinguish three main concepts of managing a group of economic entities: 1) the concept of project management; 2) the concept of cluster management; 3) the concept of process management.

Let us consider these concepts in more detail.

I. Project management. Management activities that are focused on achieving effective results through the implementation of successful projects, programs, portfolios of orders using the principles and methods of project management. Distinctive features are limited project duration; a significant number of risks; a large number of changes; the team is formed for one project [2, p. 487].

II. Cluster management. The founder of the cluster theory is M. Porter, who defined the cluster as a group of geographically adjacent interconnected companies, enterprises and organizations, united by an innovative program for the introduction of advanced production and engineering technologies in order

to increase the competitiveness of cluster members.

Thus, a cluster is a management concept that allows increasing the competitiveness of both a separate region, industry, cluster member, and the state as a whole, as well as achieving certain advantages [3, p. 28]:

- in providing access to specialized factors of production, if there are competitive suppliers and related industries in the region;
- in the accumulation of special information (knowledge) by observing the activities of other cluster members, which will allow timely response to the needs of consumers;
- in the form of complementarity of activities, which increases the efficiency and quality of work.

III. Process management. A. Smith, F. Taylor, A. Fayol and others can be considered the founders. According to this concept, an economic entity was considered as a set of interrelated business processes, the ultimate goal of which is the production of products.

A lot of modern management techniques and concepts are based on the process approach: Six Sigma concepts, reengineering, ISO 9001: 2000 standards, Lean Manufacturing, Balance Score Card (BSC), etc. [4, p. 178], including this approach is applicable to the management of VC.

Based on the above approaches and concepts, it should be noted that the practical implementation of the concept of VC management is possible only by studying the entire production chain, including raw material suppliers, manufacturers, resellers and other actors (industry markets, corporate and network structures, product promotion channels and others), and not individual economic entities.

Thus, considering the enterprises and organizations of the Republic of Belarus using the concept of the VC, several options for general management decisions can be distinguished [5]:

- 1) choosing a strategy for integrating production chains;
- 2) development of mechanisms for the participation of small businesses in the production and sale of domestically produced products;
- 3) creating a highly competitive environment, minimizing the costs of business entities and maximizing consumer value for the buyer.

The obtained results of the research, as well as the formulated conclusions, can have specific practical and scientific application, which can be taken into account when developing the economic policy of the state, forming the Program for the development of the industrial complex of the Republic of Belarus, as well as in further scientific research in this area.

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DEVELOPMENT OF TRANSIT POTENTIAL OF THE REPUBLIC OF BELARUS

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The transit potential is one of the components of the total economic potential of the country. The II and IX international trans-European transport corridors pass through the Republic of Belarus, which determines the significance of the transit potential.

The purpose of this work is to identify the significance of the transit potential and the directions of its development.

Material and methods. The work used scientific publications on the problem of transit potential, information materials of the National Legal Internet Portal of the Republic of Belarus and the National Statistical Committee of the Republic of Belarus, scientific articles of a number of domestic scientists.

Findings and its discussion. The transit potential is a combination of external and internal factors that determine whether a given country has the ability to provide transport, logistics and other related services in order to service international transit flows of goods and passengers traveling through its territory. The criterion for classifying transportation as transit is the location of the points of departure and destination outside the national border. [1].

The Republic of Belarus has a high degree of transitivity. The development of transit logistics is a priority area for the development of the logistics sector in Belarus. The main factors that influence the development of the country's transit potential include: geoeconomic factors, geopolitical factors, infrastructural factors, technological factors [2].

In the past few years, there has been a trend towards a consistent increase in the number of vehicles crossing the State border of the Republic of Belarus.