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**THE INTERNATIONAL SUPPLY CHAINS MANAGEMENT
OF THE PRODUCT IMPLEMENTATION: THEORETICAL ASPECT****VIKTORIA MAKSIMENKA, JOHN BANZEKULIVAHU MUHIZI**
Polotsk State University, Belarus

In the context of the economic crisis, increased competition on world markets, companies should optimize the system of corporate governance, the most important area of which is the supply chain, both in the international procurement system and in the distribution system. Forming the international supply chain, company managers and managers must take into account all logistical risks. Today, international markets have a complex and diverse structure. Delivering goods to them, we should consider different options for delivery, deal with a large number of intermediaries, etc.

In the process of globalization of the modern economy, an increasing number of enterprises are seeking to develop foreign markets, thereby asserting the leading positions in their industry. Entering the business on the international arena allows attracting new customers, reducing the risk of losses, increasing the competitiveness of the enterprise and increasing its capitalization.

Modern supply chains management allows reliable control and direct commodity, as well as interconnected information and financial flows from primary suppliers, producers and sellers of goods to the end customers within the agreed time. Supply chains management and logistics can be understood as a tool that provides preparation, execution and completion of commercial transactions. Reliable supply chains ensure the continuity and sustainability of production and sales of enterprises in the international market [1].

At present, the development of supply chains is a characteristic feature of the development of the economy and entrepreneurship. Cargo flows of various goods are the basis of the material base of almost all forms and types of entrepreneurship. Before becoming a commodity, reaching the market or its consumer, materials and goods pass through many warehouses and cargo terminals, and are transported by various modes of transport.

Competent formation and supply chains management at the international level requires a clear understanding of their essence. Before analyzing the prerequisites for an enterprise to enter the international market, it is necessary to determine the concept of "supply chain" and "distribution".

The beginning of research on supply chains management was made by the consulting company "Oliver and Weber" in 1982. The supply chain was determined by the foreign experts Christopher and Mentzer in the 1990s. Christopher's definition in 1992 was the following: "The supply chain is a network of connected but independent organizations working together and coordinated in order to organize, manage and improve the material and information flows from the supplier to the end user". The definition of Mentzer in 2001: "The supply chain is a network of autonomous organizations (suppliers, manufacturers, wholesale and retail trade companies) through which materials and components are purchased, transformed into finished goods and delivered to end users" [2, p. 10].

From the point of view of logistics, the supply chain consists of a number of activities and organizations through which materials pass when moving from entry-level suppliers to end-users. The key role in the supply chain is played by the relationship between partners [3, p. 189].

Supply chains management is a strategy for shaping the entire supply chain, including the actions of all partners involved in the promotion of cargo flows [2, p. 11].

Distribution in logistics is a complex logistical activity consisting in promotion of production from manufacturers to final consumers, organization of distribution of production in a segment, on the territory, organization of sales, pre-sales and after-sales service.

There are several views on distribution as a process on the part of the supplier and the distributor itself. For the distribution company, distribution is the organization of the movement of goods from the producer to the buyer and the distribution of goods in a certain territory. Distribution for a product supplier is the process of creating a sales management system in different channels. In a broad sense, distribution is distribution [4].

Very often, when it comes to managing distribution, they only consider optimization and delivery control. In other words, it is a function of logistics in its pure form [5].

International companies, because of their size, complexity and scale of operation, apply the best management practices that exist around the world. Today, Apple, McDonald's, Coca-Cola and many other

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market leaders in different industries choose to create a supply chain as the main form of managing the flow of materials, information and values. Understanding the constituent elements of such supply chains gives a basic understanding of how they function anywhere in the world.

The supply chain of an international company exists in each separate unit that carries out activities for the production of finished products or services [6, p. 248].

From a functional point of view, the supply chain can be characterized by the set of elements shown in figure.

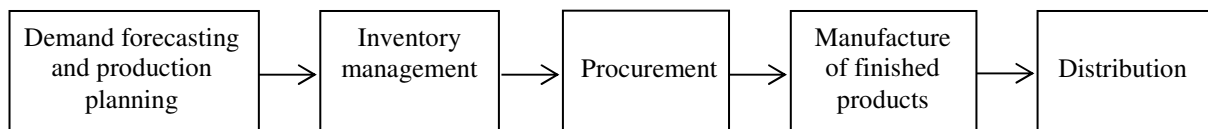


Fig. Elements of the supply chain

Source: own development based on the source [6, p. 248].

Supply chains management on a global scale is an extremely complex process, especially since there are many options for conducting international trade: from the traditional orientation to export-import operations to the implementation of the concept of "enterprise without citizenship". There is no single universal model for such corporate governance systems. Each enterprise finds its own solutions. A feature of the current stage of logistics development is the desire of manufacturers and large wholesalers to own the entire sales network, since it provides full control over the effectiveness of product promotion, prices, customer service level. In developed countries, there is a different trend - the active use of logistics intermediaries called outsourcing [7].

Each international company independently decides how to deliver the products to the point of direct sale: from direct deliveries from the manufacturer's warehouse to the retail point to the use of complex schemes involving regional and international distribution centers that maintain the required level of insurance stock of the finished product.

Regardless of how the distribution network is built in an international company, the following objectives are set before it:

- ensuring the minimum period of production from the manufacturer to the end user;
- ensuring optimal costs for distribution activities;
- availability of a sufficient number of points of sale of products to all interested customers;
- the ability to quickly replenish goods at points of sale [6, p. 275].

The problem in distribution is more often formulated as follows: "As constantly increasing the volume of orders, do not overload warehouses with non-marketable goods"?

The client is ready to wait for a while, but as a rule, it is less than the time it takes to produce and deliver the goods. And the existing practice, when the distributor buys a place on the shelves of the store, knowing exactly that only the goods that are on the shelves are sold, makes ordering in large lots. This helps to ensure the constant availability of goods, to achieve large discounts and save on transportation.

But the demand is rather difficult to forecast and, if we do not guess, large stocks of non-moving goods will be stored in warehouses. To solve this problem, statistics on previous years are used, both their own and others'. Having obtained some figures, having analyzed the obtained regularities, one can make a prediction. Moreover, the more data, the more complex the algorithms, the more accurately the forecast is expected. But if everyone could make good predictions, then there would be no sales, and there would be no shortage. It's like a lottery, someone is lucky, but most do not guess the right combination of numbers.

Solutions developed by the theory of constraint systems for distribution, allow you to abandon forecasts. The companies that applied this approach multiply the turnover time, thereby increasing the net profit.

For a long time, the world's leading distribution companies realized that the real benefits come from the system approach, when the whole chain, from the manufacturer to the retailer, is integrated into a single system. But, there are still disputes about the methods of implementing this strategy. Adherents of global automation see a solution in combining the information systems of manufacturers, distributors and sellers. And even world and national organizations have been established that unite companies that use this approach, the purpose of which is the development of common standards for the exchange of information. Written complex expensive programs that automate even the registration of the order for the next batch of goods, based on the fact of sale. Others advocate the principles of a "lean" approach. Using such tools as "just in time" and "kanban",

they build a so-called "pulling" supply system, instead of the more "extrusive" today. The constraint theory takes the best and develops these two approaches, allowing you to increase the turnover of goods and, at the same time, significantly reduce its inventory. Without the high costs of expensive software and in a very short time, constraint theory helps to increase profits by maximizing the company's potential.

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