

Mitarbeiter gut miteinander auskommen und eine gemeinsame Sprache miteinander finden. Ein Manager, der seine Untergebenen, ihre Schwächen und Stärken gut kennt, weiß, wie und mit wem er besser kommunizieren kann.

So kann ein erfolgreicher Manager garantieren, dass sein Team erfolgreich sein wird. Das Vorhandensein all dieser Eigenschaften erhöht den professionellen Status eines Managers erheblich.

Jeder Manager hat seinen eigenen Führungsstil, der immer individuell und einzigartig ist und die innere Welt des Managers widerspiegelt. Aber es gibt drei Hauptstile. Es ist autoritär, liberal, demokratisch.

Manager mit autoritärem Führungsstil verlassen sich immer zuerst auf sich selbst, treffen wichtige Entscheidungen unabhängig und nehmen wenig Rücksicht auf die Meinung des Teams. Der Leiter gibt immer viele Anweisungen, er ist sehr anspruchsvoll und zu streng.

Manager mit einem liberalen Führungsstil sind immer auf der Seite ihrer Untergebenen, sie bieten ihnen Unterstützung und Verständnis, haben aber Probleme bei der Kontrolle der Leistung ihrer Untergebenen, was ebenfalls zu Problemen führen kann.

Manager mit einem demokratischen Führungsstil treffen Entscheidungen immer gemeinsam mit ihrem Team. Ihre Untergebenen werden stärker in ihre Arbeit einbezogen.

Um ein erfolgreicher Manager zu sein, ist es wichtig, alle aufgeführten Stile sowie Eigenschaften wie Geselligkeit, Entschlossenheit, Verantwortung, Pünktlichkeit und viele andere, die oben aufgeführt wurden, in sich zu vereinen. Man muss immer seinen individuellen Führungsstil verbessern und an seinem Image arbeiten, aber auch dem Aussehen und der Entwicklung von rednerischen Fähigkeiten viel Aufmerksamkeit schenken. Da der Manager immer in der Lage sein muss, seinen Standpunkt richtig auszudrücken, die Aufmerksamkeit der Menschen zu behalten und sie von etwas zu überzeugen.

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## **DIGITAL TRANSFORMATION. TASKS OF DIGITAL TECHNOLOGIES IN THE ACTIVITIES OF INDUSTRIAL ENTERPRISES OF THE REPUBLIC OF BELARUS**

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Nowadays the economy of our country - the Republic of Belarus - keeps pace with the time, constantly develops and improves, which provides its unchanged positions on the world arena. This is achieved by different methods, for example, by creating new production technologies, changing its structure, improving the historically established principles, transforming industrial concerns and other ways. It is worth recognizing that at this moment in time, as for a dozen years, the driving force in the development of almost any economy is the creation and implementation of digital technologies. For many years now we have been observing the result of their work in our country, and it cannot but surprise us. For example, now, to purchase a product or service, you do not need to go to the store in which it is sold, just pick up your phone, go to the application or website and order the desired product or service, paying for it using a card tied to the phone or in other ways

Today, mankind is developing in the era of digital economy, and of course, digital technologies have a great impact on the public and economic spheres of life, promoting the transformation of products and industries. Our country cannot stay aside from modern trends of economic development, and therefore the industrial enterprises of the republic need to realize the transformation of the production process.

As mentioned earlier, the transformation of Belarusian industry with the help of digital technologies has been going on for quite a long time, so there are many publications devoted to this topic. In their studies, the issues of digital transformation of industry were touched upon by Y.V. Meleshko [1], S.Y. Solodovnikov [2], G.G. Golovenchik, D.M. Krupsky A.V. Danilchenko, I.A. Zubritskaya and K.V. Yakushenko, as well as other authors of scientific works.

Digital transformation of industry is its significant change by means of mass integrated implementation of digital technologies and use of the result of their action. As we know, three industrial revolutions have already been implemented, they were characterized by the redistribution of heavy physical labor from people to machines. The fourth industrial revolution is characterized by the replacement of any activity of an individual that can be robotized.

Any economic transformation carries a certain function - the digital transformation of industry is no exception. There are many tasks of digital technologies in business, which can be conditionally divided into three groups:

1. Increasing productivity, e.g. digitization of key internal processes such as electronic document management, additive manufacturing and robotics - makes it possible to spend more time on user-directed actions and get to market faster [3].

2. Creating new means to interact with customers: digital marketing: with the help of social networks and other information resources, many companies are developing their online customer experience faster than others, which gives them an advantage over the rest.

3. Digital innovation to increase profits: by incorporating Internet of Things technology into traditional industrial products needed for cloud analytics, predictive diagnostics and preventive maintenance, industrial business entities are able to create new revenue streams.

Digital transformation of production with the help of digital technologies enables economic agents to adapt production to changing requirements and conditions faster than others and to optimize the entire process of producing a good or service by using digital solutions. The experience of the largest MNCs, such as Siemens, Festo, Thyssen, etc., shows that with the help of digital transformation of production, storage and transportation costs are reduced, and production resources (which, as we know, are limited) are saved. The result of digital transformation will be lower prices for products (while maintaining and even improving quality), and, accordingly, more consumers will purchase these particular goods or services. According to McKinsey, the use of digital technologies reduces equipment downtime by 30-50% and increases labor productivity by 15-30% [4].

In our country, economists G.G. Golovenchik and S.V. Potetenko assessed the level of automation, informatization and digitalization of business processes at 274 individual industrial enterprises.

The most advanced in this direction are the enterprises of Belenergo Concern and Beltopgaz, the lowest level of digitalization of business processes is observed at the facilities of the State Military-Industrial Committee. The Ministry of Forestry is at the average level.

The main goal of digital transformation of industrial enterprises of the Republic of Belarus is to create business entities that are able to respond to various kinds of changes (limitation of supply of resources and equipment, imposition of economic sanctions or changes in the world order) without interrupting normal functioning, by changing production chains, quickly entering new markets and finding the right solutions. Digital transformation will ensure the continuous development of the economy, increase its efficiency and competitiveness, contribute to the strengthening of national security, which together will lead to an improvement in the quality of life of the citizens of our country.

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## **SUPPLY CHAIN FINANCE PLATFORMS ANALISIS**

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Supply chain finance (SCF) – financial instrument, that allows integrate third party into the company’s supply chain, which provides financing for purchases [1].

The popularity and widespread demand for SCF can be attributed to its ability to address various issues simultaneously, such as:

- supplier financing challenges. Small supplier companies often have problems with obtaining financing, due to factors such as limited credit history, lack of collateral or high interest rates. SCF can offer an alternative lending option, based on buyer’s creditworthiness.

- unstable cash position during the company's capital turnover cycle. Many businesses face money shortage due to long payment terms from their customers while still having to pay suppliers within a shorter timeframe. SCF helps to solve this problem by providing early payment option to suppliers, enabling them to access funds sooner and improve their cash flow. It also reduces suppliers default risk and the risk of supply chain disruptions.

- high cost of resources. By creating an online SCF platform, it can be used to attract small producers to join large buying organizations, which can allow for the organization of a common procurement of inputs from this, thereby reducing the