

Новейшие технологии искусственного интеллекта, включая прогностическое моделирование, анализ естественного языка и системы управления решениями, предназначены для пересмотра подходов к планированию проектов, распределению задач, управлению рисками и другим аспектам. Например, благодаря прогностическому моделированию руководители проектов смогут прогнозировать результаты более точно, что поможет принимать предвидящие решения и снижать возможные риски. Обработка естественного языка позволит упростить коммуникацию внутри групп проекта, повысив уровень сотрудничества и эффективности.

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## **АНАЛИЗ ФАКТОРОВ, ОПРЕДЕЛЯЮЩИХ УРОВЕНЬ ТРАНЗИТНОГО ПОТЕНЦИАЛА РЕСПУБЛИКИ БЕЛАРУСЬ**

## **ANALYSIS OF FACTORS THAT DETERMINE THE LEVEL OF TRANSIT POTENTIAL OF THE REPUBLIC OF BELARUS**

**Чжи Юань, Зазерская В. В.**

*Брестский государственный технический университет,*

*г. Брест, Республика Беларусь*

**Zhi Yuan, Zazerskaya V. V.**

*Brest State Technical University,*

*Brest, Republic of Belarus*

**Аннотация.** В статье проведен анализ политических, экономических и инфраструктурных факторов, определяющих уровень транзитного потенциала Беларуси. Предложены основные параметры для выбора транзитного направления, показаны важные аспекты белорусской модели национальной экономики для международной транспортной логистики.

**Abstract.** The article analyzes the political, economic and infrastructural factors that determine the level of transit potential of Belarus. The main parameters for choosing a transit direction are proposed, and important aspects of the Belarusian model of the national economy for international transport logistics are shown.

International transit and the development of its scale, both by Belarusian scientists and China. Among domestic scientists are such researchers as R.B. Ivut, A.S. Zinevich, N.G. Kudryashov [1].

Transit potential and regional development are also touched upon in their works by Chinese scientists: Yao Jiahui, Yu Xiaohui, Zhao Yuan and others [2].

Analysis of external and internal political, economic and infrastructural factors allows us to determine the level of transit potential of the Republic of Belarus.

The main factors that influenced the formation, functioning and development of the transit potential of the Republic of Belarus throughout the 20th and early 21st centuries were the dynamics of the development of international trade, as well as world and regional economic development indicators in the corresponding period of time. Thanks to globalization and the development of economic relations in the world, trade routes developed, which were then reformatted into international transport corridors that ensure the transportation and delivery of goods to different parts of the world.

However, as the experience of the early 2020s shows, not only economic processes in society affect the functioning of transport flows, but, increasingly, political processes as well. Political processes lead to the reorientation of transport flows from traditional routes, the loss of significance of previously functioning international transport corridors and the emergence of new international transport corridors, which directly affects the implementation of the transit potential of the Republic of Belarus.

For example, due to the continuous growth in trade volumes between the countries of the European Union and the countries of the Asian region in transit through the territory of the Republic of Belarus, the international transport corridor “West – East” was created, which was the main transport corridor used until 2022. According to data for the period before During the COVID-19 pandemic, the total flow of cargo between the People's Republic of China and the European Union through this international transport corridor amounted to 11.7 million 20-foot equivalent containers.

However, due to the implementation of sanctions against the Republic of Belarus and the Russian Federation, through which the international transport corridor “West-East” also passes, at the moment the most popular international transport corridor, which has a similar purpose, has become the «North-South» corridor, not passing through Belarus. With the help of the North-South transport corridor, supplies of foreign-made goods to Russia are ensured, thereby significantly reducing the freight turnover of the West-East transport corridor. In 2022, the Russian Federation increased imports of goods from China, Turkey, Iran, the UAE and other states that have not joined Western sanctions, while reducing transit through the Republic of Belarus.

When choosing a transit direction, any participant in economic relations faces the task of identifying not only profitable transport directions, but also the least risky ones. To do this, the carrier can use both common risk assessment methods and developed models for forecasting the situation in each country. In this case, in relation to the Republic of Belarus, a large number of parameters are usually taken into account [1, 3]:

- statistical data on the economy and sectors of the national economy of the Republic of Belarus for a long period;
- the presence and quality of the country’s regulatory framework regulating economic relations;
- the situation of foreign capital in the Republic of Belarus;
- macroeconomic indicators of the state of the regions; the situation in the global economy;
- domestic and foreign policy situation;
- social, ethnic, religious features of the development of society, etc.

It is also necessary to take into account the restrictions imposed on transport and logistics processes.

When taking into account the influence of the economic factor, attention should be paid to the fact that the economy of the Republic of Belarus is in a complex development process, which covers the following areas [2, 3]:

- formation of a complete set of components, institutions and characteristics of the economic system of a sovereign state;
- transformation of existing and construction of new institutions of a socially oriented market (mixed) economy;
- profound transformations of the structure of the economy based on new high technologies, global trends in the globalization of economic life, and effective international division of labor.

The current national economy of the Republic of Belarus practically cannot function without importing oil and gas, metal and components from other countries. Therefore, the economic situation of the republic largely depends on commodity flows. Based on foreign experience, using ideas acceptable to the Republic of Belarus for the formation of various models of national economies, the country is building its own, Belarusian model of the national economy. This model retains the traditional principles of the functioning of a market economy and the specifics of local conditions, the traditions of the people, and their mentality. Such features as collectivism and mutual assistance, social justice remain predominant.

The characteristic features of the modern Belarusian model of the national economy are:

1. Strong and effective government. Strong, capable, effective government is the most important condition for successful public administration, capable of ensuring economic law and order and the economic security of the state, the safety of citizens.

2. Equal functioning of the private and public sectors of the economy. In conditions of market relations, the public sector is necessary where and to the extent where the market mechanism cannot, does not want, or does not solve general and private socio-economic problems quickly and efficiently. It is used as a tool for solving a wide range of socio-economic problems.

3. Development of integration processes. The global economy is undergoing profound transformations. This concerns the processes of globalization and international economic integration, which, one way or another, affect the development of our national economy. The positive is the possibility of accelerating economic growth. At the same time, globalization increases inequality and causes further polarization in the levels of development of states. A peculiar reaction to globalization is international integration, which can be considered as a decisive factor in choosing a way to realize national interests and increase the economic potential of the country. This is a factor that can strengthen the competitiveness of the country's economy, increase the efficiency of its functioning, impart an innovative character to its development and at the same time mitigate the growth of threats to competitively weakened industries and enterprises, providing them with a certain time lag to enter a higher technological structure and adapt to the requirements of modern competitive markets.

A special role in determining the level of transit potential is played by a factor such as infrastructure.

The Ministry of Transport and Communications of the Republic of Belarus constantly pays the most serious attention to maintaining the most important international transport routes in proper condition and, based on available capabilities, allocates the necessary resources and financial resources to improve the technical equipment and operational condition of trans-European corridors. Industry enterprises strive to ensure that travel on international highways is safe, fast and comfortable. The main roads of the Republic of Belarus are the calling card of the country, a national treasure, therefore road maintenance services are trying not only to preserve it, but also to increase it.

For the transit potential of the country, the presence of public transport routes<sup>6</sup>, railways and roads, as well as main pipelines, plays a key role.

Changes in the length of railway tracks in the Republic of Belarus in 2018–2022, incl. electrified, shown in Figure 1.

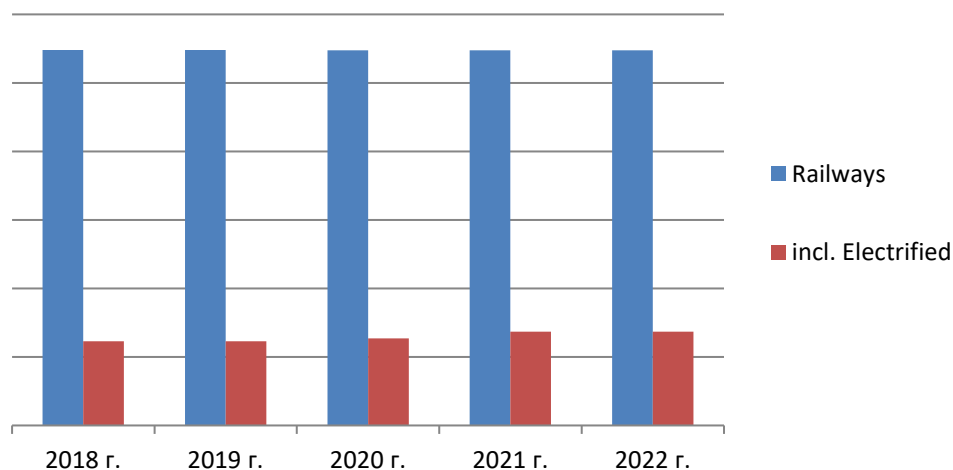


Figure 1 – Length of railway tracks in the Republic of Belarus in 2018–2022, km [4]

In 2018–2019 The length of public railways on the territory of the Republic of Belarus was 5480 km, in 2020–2022. – 5474 km (decrease by 6 km). On the contrary, the length of electrified railways increased from 1228 km in 2018 to 1370 km in 2022, which increased their capacity. Electrified railways accounted for 25.0% of the total length of public railways in 2022. Density of public railway tracks in 2018–2022 was 26.4 km per 1000 km<sup>2</sup> of the country's territory.

Change in the length of public roads in the Republic of Belarus in 2018–2022, incl. with hard coating, shown in Figure 2.

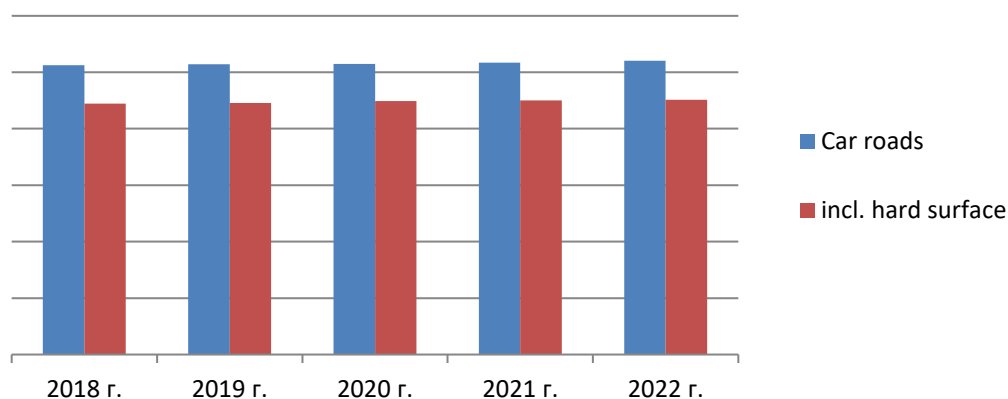


Figure 2 – Length of roads in the Republic of Belarus in 2018–2022, thousand km [4]

In 2018–2022 the length of public roads has constantly increased, from 102.5 thousand km in 2018 to 104.1 thousand km in 2022 (an increase of 1.6 thousand km). The length of paved roads during the same period increased from 88.9 thousand km to 90.3 thousand km (an increase of 1.4 thousand km). In 2022, paved roads accounted for 86.7% of the total length of public roads. Density of paved roads in 2018–2022 was 428.0–435.0 km per 1000 km<sup>2</sup> of the country’s territory.

Change in the length of main pipelines in the Republic of Belarus in 2018–2022 presented in Figure 3.

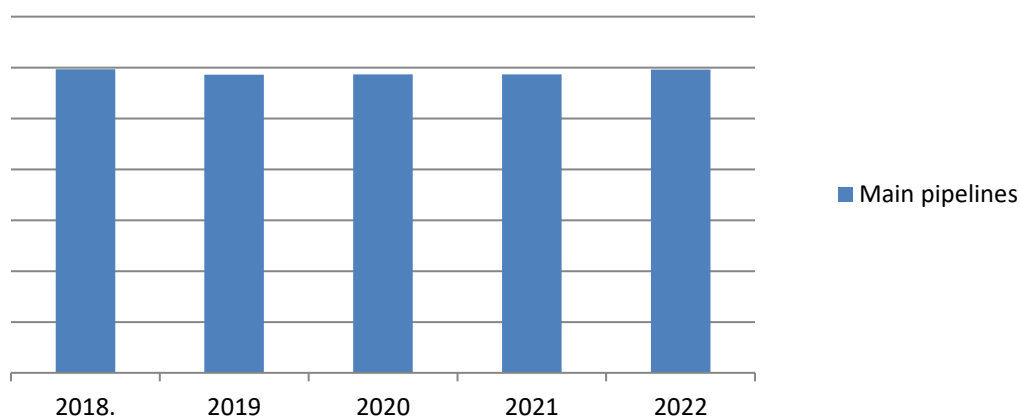


Figure 3 – Length of main pipelines in the Republic of Belarus in 2018–2022, km [4]

In 2018–2022 the length of main pipelines in the Republic of Belarus changed slightly – from 11,932 km in 2018 to 11,917 thousand km in 2022 (a decrease of 15 km). At the same time, due to the cessation of gas pumping due to sanctions from the Russian Federation to European countries through the territory of Belarus, the importance as main transit routes has decreased significantly.

The availability and quality of logistics infrastructure plays an important role in ensuring transit potential. During the period 2018–2022 the number of logistics centers in the Republic of Belarus increased from 44 in 2018 to 69 in 2022.

The country has the following systems of logistics centers:

1. Logistics centers of RUE «Beltamozhservice»: «Beltamozhservice», «Beltamozhservice-2», «Brest-Beltamozhservice-1», «Brest-Beltamozhservice-2», «Gomel-Beltamozhservice», «Beltamozhservice-Mogilev».

2. Logistics centers created in accordance with the Program for the Development of the Logistics System of the Republic of Belarus until 2015: «Brestvneshtans», «Transit», «Euroopt» (Baranovich), «Island of Purity», «Ozertso-Logistic», «Belmagistralavtotrans» and others.

3. Logistics centers created in accordance with the decisions of the regional executive committees and the Minsk City Executive Committee: «Bug-Market», «Marko», «Bremino-Bruzgi», «Beltamozhservice-Kamenny Log», «Kolyadichi», «MorozProduct», «Minsk-Crystal» and others.

With the change in the number of logistics centers in the Republic of Belarus, the warehouse area of logistics centers also changed in one direction or another.

In 2018, the warehouse area of logistics centers of the Republic of Belarus amounted to 1307.0 thousand m<sup>2</sup>, in 2019 it increased to 1487.0 thousand m<sup>2</sup>, but in 2020–2021 it decreased, respectively, to 1325.8 thousand m<sup>2</sup> and 1180.8 thousand m<sup>2</sup>. In connection with the commissioning of new logistics centers in 2022, their warehouse area in the Republic of Belarus reached 1692.3 thousand m<sup>2</sup> (an increase by 2018 of 385.3 thousand m<sup>2</sup> or 29.5%).

The presence of a modern transport system and a system of logistics centers located in accordance with the requirements for providing transit services allows the Republic of Belarus to have high transit potential.

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## **ПОЗИТИВНЫЙ МАРКЕТИНГ КАК МЕТОД ФОРМИРОВАНИЯ ЭМОЦИОНАЛЬНОЙ СВЯЗИ С ПОТРЕБИТЕЛЕМ**

### **POSITIVE MARKETING AS A METHOD OF FORMING AN EMOTIONAL CONNECTION WITH THE CONSUMER**

*Зацепина Е. В., Бубенцова А. Е., Бугаева Е. Г.  
Брестский государственный технический университет,  
г. Брест, Республика Беларусь  
Zatsepina E. V., Bubentsova A. E., Bugaeva E. G.  
Brest State Technical University,  
Brest, Republic of Belarus*

**Аннотация.** В статье рассматривается актуальность использования позитивного маркетинга как метода формирования эмоциональной связи с потребителями. Выделены основные инструменты позитивного маркетинга, представлен анализ зарубежного опыта их использования.

**Abstract.** The article considers the relevance of using positive marketing as a method of forming an emotional connection with consumers. The main tools of positive marketing are highlighted, the analysis of foreign experience of their use is presented.

В современном мире происходит большое количество событий, ставящих под угрозу устойчивый рост экономики и благосостояние населения. Последние несколько лет люди стали испытывать непростые эмоции: постоянный стресс, тревожность и переживания в еще большем объеме.