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FACTORS CONTRIBUTING TO IMPROVING THE COMPETITIVENESS OF THE ENTERPRISE IN MODERN ECONOMIC CONDITIONS

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Резюме – конкурентоспособность является главным критерием выпускаемой продукции в современных условиях. В данной статье рассматриваются факторы, способствующие повышению конкурентоспособности ОАО «Осиповичский завод автомобильных агрегатов», как многопрофильном производственном комплексе.

Abstract – competitiveness is the main criterion of manufactured products in modern conditions. This article deals with the factors contributing to improving the competitiveness of the JSC "Osipovichi Plant of Automotive Aggregates" as a multidisciplinary production complex.

Introduction. Today JSC "Osipovichi Plant of automobile aggregates" is part of the holding company "Minsk Automobile Plant". The work of these enterprises is connected with each other. That is, JSC "OZAA" represents a multidisciplinary production complex in which workshops produce specialized products and participate in intra-factory cooperation. The management of the enterprise has to competently build management in modern economic conditions.

Main part. To increase the competitiveness of products, the company's management takes into account the following factors in the production process: improving the quality of products, the level of qualification of employees, improving the technological level of production, studying supply and demand, searching for new sources of financing, determining the price of goods.

For example, at JSC "OZAA", each workshop works taking into account its specifics, but they are closely interrelated and influence each other. The life cycle of industrial enterprises and their structural divisions depends on different circumstances. All organizational and economic details of the workshops are calculated by different services of the plant, taken into account when developing the company's strategy.

For example, the mechanized assembly shop last year worked with a sales profitability of 10.9 percent, produced products worth more than 21 million rubles. This result was possible due to the correct selection of personnel. The workers of the workshop are at the peak of intellectual and physical abilities: the

average age of most of the workers of the workshop is from 30 to 40 years. The technical capabilities are also up to date. During the modernization of production equipment, the purchase of two robotic complexes made it possible to reduce the share of manual labor, save materials and produce competitive products. A large range of products produced by the mechanical assembly shop is necessary not only for other workshops of the enterprise, but without it MAZ cannot produce buses, trolleybuses, and electric buses [1].

The workshop of glass-plastic cabins in modern economic conditions has to look for new markets. The shop supplies products to domestic machine-building enterprises of JSC "MAZ". The manufactured products are ideally suited to the technical characteristics for the production of cabins of military special machines, which are made on the order of the Armed Forces of the Republic of Belarus and Russia. This has become the new market for products. Although the rate of production growth has slowed down over the past year, but the well-designed strategy of the enterprise suggests that the demand is gradually reviving [2]. The plastics shop has a wide range of products (more than 1000). In order to increase the profitability of production, emphasis is placed on waste-free production.

There is a process of collection and processing of waste, which was formed during molding of plastic. This approach allows reducing the cost of production, increase competitiveness, profitability, which in the past year has reached 15 percent. The shop produces about 15 new parts, which are used in the production of middle class buses MAZ-206. The order for 800 buses came from a Russian customer at JSC MAZ. Thanks to the marketing department, supply and external cooperation department, bureau of contracts and price analysis the capacity of the shop is loaded to the maximum, the portfolio of orders for the current year is formed. It is also important to work with the workforce [3].

Much work remains to be done in the field of management in the aluminum foundry. The high level of skill of the team significantly exceeds the capabilities of the equipment on which you have to work. To change this imbalance is one of the tasks of the enterprise. But this direction is expensive, so it is considered at the level of the Ministry of Industry. But even in such conditions, the workshop produces goods that are in demand with the domestic manufacturers of automobiles. The modernization program of OZAA production equipment provides for the acquisition of an automatic complex for the production of parts from high-pressure aluminum casting. This is a new technology for the workshop, but thanks to the skills of employees it will be possible to occupy a new promising niche in the market of aluminum components. The expansion of production technology has attracted interest from companies with which the enterprise has not previously cooperated.

Conclusion. Thus, the activity of any enterprise must combine and take into account the production process, the attraction of highly skilled workers, the strategy of the enterprise, goals and achievement plans. Only the coordinated

work of all structural units and workshops contributes to the realization of products, obtaining new orders, expanding production, increasing profitability.

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STIMULATION OF THE DEVELOPMENT OF TECHNOLOGY PARKS IN THE REPUBLIC OF BELARUS

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Резюме – в данной статье описаны инструменты стимулирования развития технопарков в Республике Беларусь, а также их резидентов.

Resume – this article describes the tools of stimulating the development of technoparks in the Republic of Belarus, and their residents.

Introduction. The formation of an innovative infrastructure is one of the primary tasks in the implementation of the state innovation program, which stimulates the improvement of domestic science and technological progress. To achieve this goal, the Strategy "Science and Technology: 2018–2040" of 04/07/2017 was prepared, which is based on Directive of the President of the Republic of Belarus dated June 14, 2007 No. 3 "On priority areas for strengthening the economic security of the state", decisions of the Fifth All-Belarusian People's Assembly, the National Strategy for Sustainable Development of the Republic of Belarus for the period up to 2030, the Program of Social and Economic Development of the Republic of Belarus for 2016–2020, the State Program of Innovative Development of the Republic of Belarus for 2016–2020 [1].

Main part. The development of technology parks as subjects of innovation infrastructure is associated with the introduction of flexible tools for state support of business incubation of small innovative enterprises. In order to improve the conditions for the creation and operation of innovative infrastructure entities, on March 12, 2018, Decree of the President of the Republic of Belarus No. 105 "On changing the decrees of the President of the Republic of Belarus" was adopted [2]. The provisions of this Decree are focused on improving the condi-