

strate great usage of the strategy is Fenty Beauty. Founded in 2017 it was the first brand to launch 40+ foundation shades (later expanded to 50+), catering to all skin tones. The brand generated \$100 M in sales within 40 days. Fenty Beauty implements No Photoshop Policy which totally aligns with zoomers' values. Brands actively incorporate gamification and interactive mechanics to engage audiences and increase sales. Companies use various types of interaction. These are apps, virtual fitting rooms, challenges in social media and games. For instance, L'Oréal created a bot game where customers need to guess the shades of lipstick. For winning, they get a discount on the purchase. It led to +15 % sales in 3 months and 500 thousand game sessions in the first month.

Conclusion. Thus, since Gen Z uses social media a lot brands try to adjust and develop marketing strategies by promotion in social media. Notably, that the opinion of micro-influencers demonstrates 37 % greater effectiveness in impacting zoomers' decisions compared to the opinions of celebrities. Zoomers also love creativity and interaction. For example, brands can use virtual events, challenges or online surveys to give them sense of participation in brand's lives. Considering all these points, brands will make their products more recognizable within young generation.

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LABOR MARKET IN BUSINESS

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Резюме – в статье анализируются современные тенденции рынка труда и их применение в бизнес-процессах, а также выявление стратегий эффективного управления бизнесом.

Resume – the article analyzes modern labor market trends and their application in business processes, as well as it identifies strategies for effective business management.

Introduction. Modern business exists in the context of globalization, digitalization and dynamic changes in the labor market. These factors create new challenges and opportunities for entrepreneurs. The purpose of the work is to analyze modern labor market trends and their application in business processes, as well as to identify strategies for effective business management. The labor market, being a key factor in the economy, directly affects the development strategies of companies, their competitiveness and adaptation to technological innovations. The relevance of the topic is due to the growth of non-standard forms of employment, a shortage of qualified personnel and the transformation of requirements for employee competence.

Main part. Analysis of data from authoritative sources, including the International Labour Organization (ILO), the World Economic Forum (WEF) and the European Commission, highlights key trends shaping the modern labour market and its impact on business.

1. Flexible forms of stay. According to the ILO report (2022), 20 % of workers in OECD countries are employed in the gig economy (freelance, platform work) [1]. This affects business costs, but creates risks of income instability. For example, Uber and Upwork are cutting costs on social packages, bearing responsibility for their own employees.

2. Digital skills shortage. A WEF study (2023) shows that 54 % of employees require retraining due to automation [2]. Currently, the shortage of IT personnel in the EU will reach 1.4 million specialists by 2025 (European Commission, 2021). This forces businesses to invest in corporate technology programs, as Siemens does, spending 500 million euros on training annually [3].

3. Remote work. The COVID-19 pandemic has accelerated the transition to remote work: 70 % of companies in the US have maintained a hybrid mode (McKinsey, 2022) [4]. However, employee productivity depends on employment. In African countries, only 22 % of the population has stable Internet (ITU, 2023), which limits business opportunities [5].

4. The Role of Artificial Intelligence in Recruitment Artificial intelligence (AI) is transforming recruitment processes, offering businesses tools to optimize time, reduce costs, and improve assessment accuracy. AI implementation covers all stages of recruitment: from resume analysis to virtual interviews. According to McKinsey, 67 % of Fortune 500 companies already use AI solutions for recruitment, which reduces the time to fill vacancies by 30–50 %. The main advantage of AI is scalability. For example, Amazon processes 5 million applications per year thanks to AI filters, which is impossible with a manual approach. In addition, algorithms reduce bias associated with the human factor: blind screening of resumes (without specifying the name, gender, age) increases the diversity of hiring by 20 %.

The transformation of the labor market requires businesses to reconsider traditional management models. Firstly, the flexibility of security can reduce operating costs, but increase staff turnover. A solution could be the introduction of a benefits system for freelancers, as in Bolt, which allows you to receive bonuses

for long-term cooperation. Secondly, digitalization leads to competition for talent. Corporations such as Google use AI algorithms to recruit staff, which contribute 30 % to the hiring time [2]. However, this requires ethical rules to avoid engaging in the work of the Priest.

The third aspect is the globalization of labor. A research by Accenture (2021) confirmed that 40 % of outsourcing projects fail due to a lack of understanding of local norms. Cross-cultural training is needed to minimize risks, as practiced by IBM.

The balance between automation and job security remains an important factor. The introduction of robots in Amazon warehouses increased staff efficiency by 25 %, but subsequently led to a 10 % reduction in staff (The Guardian, 2022). Businesses need to develop a strategy for retraining employees, following the example of Microsoft, which created a \$20 million Skills for Jobs program.

Conclusion. Thus, the current labor market is polarized: the growth of highly skilled specialties and the simultaneous increase in low-paid positions. To run a profitable business, it is important to adapt to these trends by investing in employee education, introducing flexible work forms and using technology. Future research should focus on regulating the global economy and reducing color standards between regions.

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WOMEN IN LEADERSHIP POSITIONS

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Резюме – вопросы гендерных различий всегда занимали значительное место в актуальных проблемах человечества. В современных условиях данный аспект приобрел важное значение на уровне управления предприятием. В Беларуси часто встречаются конфликты на тему эффективности того или иного гендера руководителя организации.