

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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УДК 316.662

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.

Resume – the issues of gender differences have always occupied a significant place in the current problems of mankind. In modern conditions, this aspect has become important at the enterprise management level. In Belarus, there are often conflicts on the effectiveness of one or another gender of the head of the organization.

Introduction. “The economic rationale for attracting more women to management is obvious” Deborah France-Massin. The issues of gender differences have always occupied a significant place in the current problems of mankind. In modern conditions, this aspect has become important at the enterprise management level. In Belarus, there are often conflicts on the effectiveness of one or another gender of the head of the organization. This paper examines the main provisions of gender differences in the conditions of managerial decision-making, the attitude of society towards a particular gender in leadership positions, and offers recommendations on balancing gender relations in an organization.

Main part. Enterprises where gender diversity is actually present, especially at the management level, achieve higher performance, including in the form of significant profit growth [1]. This is stated in a new report prepared by the Office of the International Labour Organization (ILO) on activities in the interests of employers. The report, entitled “Women in Business and Management: The Economic Case for Change,” was based on a study of nearly 13,000 businesses in 70 countries. More than 57 percent of the respondents confirmed that gender diversity contributes to better business results. Almost three quarters of the companies that monitored gender diversity in their management bodies achieved a profit increase of 5 to 20 percent. Most of them had an increase of 10 to 15 percent [2]. Deloitte has studied the gender profile of CEOs and executives from similar positions over five years of continuous operation of companies. The purpose of the study is to determine whether there is a relationship between effectiveness and whether a man or a woman is in a leadership position. In what organizations are women more effective?

Deloitte names the top 3 industries where the proportion of female CEOs is the highest: education – 42 %; hotel business and catering – 40 %; social services, healthcare – 39 %. There are fewer female CEOs in mining, the public sector, and the electric power industry. If we talk about the size of companies, then female managers are more common in microorganisms 20 %. The study involved 200 of Russia's largest companies, in which the proportion of women in leadership positions is slightly higher than 6 %. The study showed that medium-sized and large organizations run by women have a more aggressive balance sheet structure and a lower level of profitability. The proportion of female CEOs in Russia exceeds the global figure by 4.5 times, but for several years it has not been able to overcome the 20 % target. To obtain a position, women have to undergo rigorous selection, so that they show better results in their work, increasing the efficiency of companies.

In our country, the proportion of women with higher education is 8 % higher than men. At the same time, the salary is 28 % less. Women are three times less likely to respond to top jobs and three times more likely to turn them down. As

a result, 3/4 of low-income pensioners are women, because they received less and worked in less prestigious professions.

Conclusion. A lack of knowledge, lack of start-up capital and gender stereotypes are among the barriers hindering the development of women's entrepreneurship. According to the speaker, business conferences where women will find like-minded people and investors, acceleration programs, preferential lending programs, preferential conditions for renting premises to women's startups, and the involvement of women's enterprises (social entrepreneurs) in the supply chain for large businesses will help overcome barriers.

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УДК 659.127

MARKETING: MODERN WAYS OF COMMODITY ADVERTISING

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Резюме – в данной статье исследуется эволюция товарной рекламы в эпоху цифровых технологий. В ней освещается несколько современных стратегий, которые используют бренды для эффективного привлечения потребителей.

Resume – the article explores the evolving landscape of commodity advertising in the digital age. It highlights several contemporary strategies that brands are utilizing to engage consumers effectively.

Introduction. In our modern world the consumption of various goods is constantly growing. Market shelves are overflowed with products, online stores cannot cope with the number of entrepreneurs who want to sell their commodities with the help of online services and customers always have to choose what to obtain. Nevertheless, some companies have bigger profits, more buyers and better results, even though the quality of their product sometimes is not the best and may be worse than their opponents' output. How is it possible? The answer to that is very easy: successful marketing is a key to a good number of sales.

Main part. Referring to American Marketing Association, an official definition of marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Marketing is used to introduce product to the market and promote it. The most known companies have the strongest promotion systems that does everything possible to distinguish outturn from com-