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PROBLEMS AND PERSPECTIVES OF MANAGEMENT AND MARKETING DEVELOPMENT IN DIGITAL ECONOMY.

Research Field:
Innovative technologies in international trade

The digital economy is an economy where the main types of its activities are carried out using electronic networks, and at the same time digital technologies play a key role. It includes all processes that are based on the use of digital input or output data, as well as those that use digital technology to support or improve their work. This applies to such areas as e-commerce, e-government, e-education, e-health, e-finance, e-media, e-security and others.

The digital economy is a new reality that has a profound impact on all economic aspects of society, including management and marketing. Management includes the processes of planning, organizing, directing, and controlling an organization's resources to achieve its goals. Marketing, in turn, includes the processes of researching, creating, distributing and exchanging values between an organization and its customers. Management and marketing are key elements in the organization of the functioning of any enterprise, as they determine its competitiveness, efficiency and stability in the market¹.

Digital technologies such as artificial intelligence, blockchain, cloud services, machine learning, virtual and augmented reality, nanotechnology, biotechnology and others provide managers and marketers with new opportunities to improve productivity, quality, innovation and customer satisfaction. However, they also present new requirements and challenges related to adapting to the changing environment, developing digital competencies and skills, analyzing and using big data, forming flexible and adaptive organizational structures and business models, complying with ethical and legal standards, and ensuring personal data protection and information security.

The main advantages of digital management and marketing can be summarized as follows:

1. Increased reach and accessibility. Digital technologies make it possible to reach more potential customers and provide them with services and goods anytime and anywhere.

¹ OECD Digital Economy Outlook 2017 [Electronic resource] - Mode of access: <https://www.oecd-ilibrary.org/> - Date of access: 25.04.2024.

2. Increased loyalty and satisfaction. Digital marketing allows you to build direct and personalized communication with customers, taking into account their interests, needs and preferences.

3. Increase conversions and revenue. Digital technologies help optimize sales and marketing processes, increasing the efficiency and effectiveness of campaigns and reducing costs.

4. Increased competitiveness and innovation. Digital marketing enables new business models, creates unique value propositions, and adapts to changing market and customer demands

5. Flexibility. Digital marketing tactics can be quickly customized to meet specific objectives that often change along the way.

6. Ease of measurement. Marketers can easily evaluate the results of the work done and choose the most effective tactics¹.

Although the digitalization of management and marketing offers many advantages, there are also a number of challenges in this area. Some of the most important ones include the following:

1. Adapting to new business models based on platforms, ecosystems, networking and collaborative consumption. This involves reorienting from product to customer, creating value through interaction and data sharing, and finding new sources of competitive advantage. Adapting to new conditions is usually a labor-intensive and time-consuming process, which also requires raising capital to adapt to innovations.

2. Data Security. In a digital environment, it becomes imperative to protect sensitive information and prevent unauthorized access. It is data security that is the key factor in doing business. The issue of data security is relevant from the very beginning of the global Internet. Information security includes the development of security policies and standards, the use of encryption, authentication and access control, as well as monitoring and responding to external and internal threats.

3. The need for staff development. Digitalization requires employees to train and adapt to new technologies, which in turn requires certain resources as well as the time. In addition to trivial training, it is necessary to develop human skills such as creativity, critical thinking, communication and cooperation, which will allow to utilize the potential of each employee.

4. Changing work processes. Digitalization entails streamlining, automating and integrating business processes, which can lead to changes in employee roles, functions and

¹ Asaul V. V., Mikhaylov A. O. Ensuring information security in the conditions of formation of digital economy // Theory and practice of service: economy, social sphere, technologies [Teoriya i praktika servisa: ekonomika, sotsial'naya sfera, tekhnologii]. 2018. No. 4 (38). P. 5–9.

responsibilities. It also requires flexibility, adaptability and continuous upgrading of skills and qualifications¹.

In order to successfully develop in the digital economy and remain competitive in this area, managers and marketers must overcome the challenges discussed above and capitalize on all the opportunities and advantages that digital technologies offer. For this purpose, it is possible to consider the following promotional strategies:

- Develop employee competencies and skills. Digital competencies and skills are the ability to understand, use and create digital products, services and solutions. They include technical, analytical, creative, communication, critical and ethical aspects. Workers in this field must constantly learn about new technologies, as well as upgrade their skills to meet new market demands and technological innovations. For these purposes, there are various forms of training. The most popular of them are: online courses, webinars, master classes, hackathons, mentoring and others.

- Utilize the most up-to-date digital tools and platforms. Digital tools and platforms are software, hardware and services that allow you to analyze, process, store, transmit, present and interact with data

- Build flexible and adaptive organizational structures and business models. An organizational structure is the way roles, responsibilities, and resources are allocated within an organization. A business model, in turn, refers to the way value is created, delivered, and captured for the organization and its customers. Managers and marketers must build structures and models that can respond quickly to changes in the external environment and internal needs, as well as capitalize on digital opportunities. To do this, they can apply agile development, lean startup and other methods.

- Shape the digital culture and values in the organization. The set of attitudes, beliefs, norms, and rules of conduct that define attitudes toward digital technology and its use in the organization will help establish the climate necessary for productive work. Managers and marketers must foster a culture and values that promote innovation, creativity, collaboration, openness and customer focus. They can do this by using communication, motivation, feedback, recognition, rewards and other methods.

- Comply with ethical and legal standards when using digital technologies. Ethical and legal standards are a set of principles, rules and regulations that define acceptable and unacceptable actions when using digital technologies. Managers and marketers must comply

¹ Plotnikov V. A. Production digitalization: theoretical essence and the prospects of development in the Russian economy // News of the St. Petersburg State University of Economics [Izvestiya Sankt-Peterburgskogo gosudarstvennogo ekonomicheskogo universiteta]. 2018. No. 4 (112). P. 16–24.

with the above norms, as well as take into account the interests and rights of all stakeholders: customers, partners, employees, and government agencies. For this purpose, there are methods of risk analysis, auditing, certification, encryption, anonymization and others.

Summarizing the above, it can be argued that it was thanks to the development of digital technologies and the digital economy as a whole that humanity began to develop at an incredibly high speed. The digital economy is presented as both a challenge and an opportunity for management and marketing, for the successful development of which it is necessary to constantly study and apply new technologies, as well as to take into account the interests and needs of all stakeholders. There are a number of specific challenges in this area, which are being addressed gradually. However, the negative aspects do not outweigh the positive ones, which has long been clear in practice. Companies that are active in digital marketing and management significantly outperform competitors who neglect digital technologies. This explains why digital marketing and management is so widespread.

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RELEVANCE OF THE ACTIVITIES OF THE CYNOLOGICAL SERVICE DURING CUSTOMS CONTROL AND OPERATIONAL AND INVESTIGATIVE MEASURES AT THE STATE BORDER

*Research Field:
Current Issues of State Border Protection*

One of the main functions of the customs authorities of the Republic of Belarus is to provide protection of economic interests and fight against illegal movement of goods across the customs border (see Art. 351 of the Customs Code of the Eurasian Economic Union and Art. 239 of the Law “On Customs Regulation in the Republic of Belarus”). On the customs checkpoints of our state work not only people, but also their four-legged partners. It is difficult to imagine fighting against illegal movement of individual categories of goods across the customs border without tracker dogs. Even in the age of the development of modern technologies and information systems, the canine sense of smell is and remains the most efficient and accurate for detecting and recognizing odors. Four-legged searchers can distinguish even the most subtle shades of smell. Almost all countries in the world use tracker dogs to secure their borders, detecting smuggling and finding people on the ground. Due to its senses, special purpose dogs