

- **Emotional Intelligence:** The ability to handle stressful situations, remain empathetic, and display patience is essential for personnel in guest interactions.

Modern recruitment techniques, such as behavioral interviews, psychometric testing, and role-playing simulations, help tourism organizations identify suitable candidates. Effective personnel selection leads to enhanced customer experiences, increased operational efficiency, and a stronger brand image.

**Challenges in Quality Personnel Selection:**

- **High Turnover Rates:** Seasonal demand often leads to high employee turnover, impacting service consistency.

- **Skill Shortages:** Finding candidates with the specific skills needed for tourism roles remains challenging.

- **Cost Constraints:** Comprehensive recruitment processes can be costly for smaller firms.

In a global economy where tourism competition is fierce, investing in the quality selection of personnel is strategic for improving the tourism product. By focusing on selecting individuals with essential skills, attitudes, and cultural competencies, tourism companies can maintain high service quality and stand out in the marketplace. Quality personnel selection directly contributes to better customer experiences, operational efficiency, and brand reputation, all critical for sustainable success in the tourism industry.

**A. Evteyeva**

**А.К. Евтеева**

**БНТУ (Минск)**

*Научный руководитель Н.В. Шевченко*

## **FORMATION AND DEVELOPMENT OF STRATEGIC ALLIANCES IN MODERN ECONOMIC CONDITIONS**

### **Формирование и развитие стратегических альянсов в современных экономических условиях**

In today's market there are a large number of businesses that have their own goals, missions, customers, partners and competitors. It is not easy enough for companies to develop as the competition is growing rapidly. It is worth noting that in modern conditions, companies and enterprises resort to cooperation, which helps both parties to benefit. One of the types of such cooperation is a strategic alliance – a cooperation of two or more companies that are independent of each other, created to achieve the goals and objectives of the parties. With the help of strategic alliances, companies can achieve synergy effects and improve their position in the market. This type of cooperation means an agreement of companies that for a certain period of time the organizations are partners

and act in accordance with the rules stipulated in the contract. The peculiarity of a strategic alliance is that companies can cooperate both with customers, suppliers, their main partners and competitors. The most effective type of alliance is the cooperation of companies working in related industries, which benefit from sharing their technology, experience, business organization. In such cooperation, companies will be able to complement each other, achieving their commercial goals. Agreements on this cooperation can be bilateral or multilateral, as well as medium- or long-term. Establishing a strategic alliance is not a legal entity, this agreement is convenient for companies because it is not strongly restricted by legislation and there is an opportunity to quickly start a partnership and enter the market. It should be mentioned that nowadays there are three basic strategic unions:

- 1) alliances for the creation of an investment project;
- 2) unifications of enterprises with the participation of shareholders;
- 3) cooperation of organizations for creation a new company.

It is interesting to know that the first type of unions means the creation of a consortium – cooperation of companies for a certain period of time to create joint investment projects. The purpose of this alliance is to conduct large financial transactions to place shares or loans, to create joint capital-intensive projects, as well as partnership to create a common project. This type of cooperation is advantageous for companies for the following reasons: it shares the companies' risks, reduces the costs of project creation, and maintains the duration and relevance of the created project. When deciding to create a consortium, it is necessary to delimit the responsibility of the companies in advance and determine for which actions each party is responsible.

The next type of alliance is an alliance with equity participation in existing enterprises. This type of collaboration aims to focus a company's investment on products, projects or markets that will further contribute to the company's commercial objective. This alliance will create close ties to create more complex projects. This alliance is more complex, as it is only possible to participate in such an alliance by negotiating with the board of directors of the company.

Partner companies form an alliance to create a new venture in order to compensate for each other's capabilities and make an integration that will help achieve their goals and objectives. Enterprises can combine their production technologies, business ideas, strategies, and finances. Each party puts its own potential into the venture and utilizes the potential of the partner.

In conclusion, it should be noted that by entering into a strategic alliance companies will be able to develop faster, make confident investments, develop their scientific and technical potential, share experience with partners, and be inspired by new ideas and projects.