

formation of socially focused, multistrukture market economy with equal in rights functioning state and a private property.

Social orientation of economy in considered aspect means, that marketing should be social-responsible, i.e. pursue not only interests of the enterprise as maximization of a sales volume and the profit, but in the first turn — interests of all society on behalf of customers and public associations. From such point of view practice of the aggressive and false marketing aimed at "processing" of the buyer by all means and offering bad quality, useless or even the harmful goods is inadmissible.

The huge percent of the state enterprises (including enterprises in which the state has dominating influence) in many respects answers such social orientation of marketing, when interests of the state (and also of all society) are combined with economic interests of the enterprise. And all this should be taken into account in model of marketing decisions making.

Multistrukture market economy means the variety of forms of marketing activity. Marketing of large business association (for example, SPA "Integral") is one thing, marketing of a small private company or joint venture (for example, in sphere of offshore programming) — another one.

Besides the Belarusian economy is "superopen", exporting about 60 % of gross national product. This means, that precise distinction between marketing a foreign market, on the one hand, and marketing the CIS market, and also a home market, with another, should be lead. And a priority direction should be "external" marketing.

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OUTSOURCING AND BELARUS **АУТСОРСИНГ И БЕЛАРУСЬ**

Дано определение аутсорсингу как растущей современной бизнес-стратегии, рассматриваются преимущества и недостатки данного явления и последние тенденции в его развитии. Особое внимание уделяется рассмотрению аутсорсинга в Беларуси.

Today's business environment is changing at a quicker pace than ever before. All is done in an effort to gain competitive advantage and greater market share, reduce costs and accelerate product development.

Outsourcing has become one of the recent trends in business strategy. It is the transfer or delegation of the operation and

day-to-day management of a business process to an external service provider. Outsourcing is nothing new. In the past decades production went abroad, mostly "blue collar" jobs went to smaller countries with cheap labor force. At present outsourcing has turned more to "white collar" jobs. The list of business processes applying outsourcing includes all kinds of customer services such as telesales, insurance claims, etc. A lot of companies hire cheap overseas professionals to do accountancy services, software programming, telecommunications and architectural work.

Advantages of outsourcing:

1) On a strategic level: improving company's focus; getting free resources; reducing the need to invest capital funds in non-core business functions; access to the world best practices; increasing a business's exports and profits, etc.

2) On a tactical level: reduction of overhead costs; indemnity provided by a professional services company and its acceptance of all legal risks and costs; absence of necessity to extend staff, etc.

Disadvantages of outsourcing are: job losses at home; frequent career changes and downward pressures on wages; lack of face-to-face customer service; misunderstanding of local consumer by overseas staff; risk of losing confidential business information; a sudden bankruptcy of the outsourcer; increase of a company's costs if the outsourcer possesses a monopoly in the market.

Western businesses consider such countries as China and India to be at the red-hot center of the Outsourcing Revolution. Thus, India is the leading destination for outsourcing due to its large numbers of science and engineering graduates, use of English at all stages of education, wide wage differentials with the U.S. As a result India has greatly benefited from the growth of outsourcing.

Nowadays the Republic of Belarus is also getting more and more involved in this process. Western analysts considering Belarus as an outsourcing target in the IT area ask a question, *Why Belarus?*, and find an answer in the fact that Belarus is one of the most technologically advanced countries in Eastern Europe, having a set of competitive advantages.

1. Technical excellence. Historically, Belarus was an "assembling plant" of the USSR, which resulted not only in a great amount of plants and factories, but in skilled and well-qualified labor force, along with a number of technical universities, schools, labs, and research institutions.

2. Low labor costs. Typically, the rates of Belarusian software houses are about seven times lower than those of the U.S. or Western Europe.

3. Location. Belarus is situated in Eastern Europe, within an easy reach from the big business centers of Europe and the U.S.A.

4. Governmental support. The Belarusian government supports the companies, operating in the sphere of IT. On May 3, 2001, the President of the Republic of Belarus issued the Decree No. 237 which created preferential economic conditions for the association of companies operating in the field of IT applications production and export. This created a legislative basis for the functioning of the offshore programming zone. Preferential taxation considerably reduces costs of software development for Belarusian companies.

Making good use of these competitive advantages Belarus can greatly benefit from outsourcing.

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ECONOMIC CONSEQUENCES OF CURRENCY INTEGRATION BETWEEN BELARUS AND RUSSIA ЭКОНОМИЧЕСКИЕ ПОСЛЕДСТВИЯ ВАЛЮТНОЙ ИНТЕГРАЦИИ РЕСПУБЛИКИ БЕЛАРУСЬ И РОССИЙСКОЙ ФЕДЕРАЦИИ

Основной задачей работы явилось рассмотрение экономических результатов интеграционного процесса между Республикой Беларусь и Российской Федерацией. В ходе анализа была подчеркнута эффективность введения единой денежной единицы на территории двух стран, а также даны некоторые рекомендации по интенсификации данного процесса.

After the collapse of the USSR Belarus was oriented to the economic and political integration with Russia. In 1996 the Agreement on creation of the Community of Russia and Belarus was signed; one year later the Community was transformed into the Union. Within context of the integration process development on November 30, 2000 the state agreements "On Introduction of the Single Currency and Creation of the Common Emission Center of the Union State" and "On Measures on Making Conditions for the Introduction of the Single Currency" were signed. But the attempts to implement the above agreements practically have shown that Belarus' economy is not ready for the introduction of Russian rouble. And now the question is postponed till January 1, 2006. This situation caused by a long unification process of customs, tax, price and monetary policy.