

The quality and uniqueness of the internal environment of the company is provided by the strategic leadership – a leadership style, aimed at knowledge, innovation and technology creation that are not available to competitors [2].

Recently the factors of internal environment of a company play the decisive role among external and internal sources of competitive ability. Quality and diversity of resources and business processes, a company's ability to create knowledge and innovations determine the quickness and effectiveness of reaction for changes in external environment. Strategic leadership, as a new organization management style in the XXI century, has the most important meaning in management of internal environment. And it results in business cost increase, market share and level of profitability as the basic indexes of a company's competitive ability.

We can come to the conclusion that ability to foresee changes, initiate them and quickly make effective strategic decisions becomes the supreme factor of a security of leading positions in the market. Such changes can take place in internal or external environment of a company and be both the sources of competitive ability and threats for it. The result of the research lies in providing the most effective management tools of business competitiveness at present.

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### **ROBOTS: IS YOUR JOB SAFE?**

### **РОБОТИЗАЦИЯ: В БЕЗОПАСНОСТИ ЛИ ВАША РАБОТА?**

The object of the research is robotization both in the world economy and in Belarus. The subject is the impact of robotization on employment. The purpose of our study is to identify and analyze the pros and cons of robotization. To attain the

objective of the research the following tasks were set: to study the key factors that affect the pace and extent of robotization, to identify the jobs that are at the greatest and the lowest risk of being replaced by robots, and to analyze the features of robotization in Belarus.

Today robotization is no longer fiction, as companies are increasingly using robots to optimize their logistics, manage inventory, and carry out other core business functions.

There are five key factors that influence the pace and extent of robotization: technical feasibility, the cost of developing and deploying solutions, labour market dynamics, possible economic benefits, and regulatory and social acceptance of robots. Taking all of these factors into account, it becomes obvious that this will take decades for robotization's effect on current work activities to play out fully.

Among the fields that are at the greatest risk of automation are manufacturing, accommodations and food service, retailing, financial services and insurance, physical activity or the operation of machinery in unpredictable environments.

But the pace and extent of robotization, and thus its impact on workers, varies across different activities, occupations, and wage and skill levels.

The hardest activities to automate with currently available technologies are those that involve managing and developing people or that apply expertise to decision making, planning, or creative work. The importance of human interaction in such sectors as healthcare and education also explains away its relatively low technical potential for automation.

It is of special importance to highlight how this problem manifests itself in Belarus. The level of robotization in our country is extremely low. Nevertheless, we do not hasten to re-equip the production, since human labour is still quite cheap. Besides, the low rate of robotization in Belarus can be explained away by the following reasons: high cost of robots, lack of state investment in robotization, complexity of robots introduction into the existing obsolete technological production cycle of Belarusian enterprises, lack of highly-skilled professionals in robotics. Thus, in the near future this tendency will not affect Belarus.

But despite all the problems that robotization entails it has a number of significant advantages. At a micro level, businesses will have an opportunity to capture benefits and achieve competitive advantage from automation technologies, not just from labour cost reductions, but also from performance benefits such as increased throughput, higher quality, and decreased downtime. At a macro level, robotization could raise productivity growth on a global basis.

To put it briefly, the solution to this problem is mostly in the hands of policy makers who should evolve and innovate policies that help workers and institutions adapt to the impact on employment. This will likely include rethinking education and

training, income support, and safety nets, as well as transition support for those dislocated. Individuals in the workplace will need to engage more comprehensively with machines as part of their everyday activities and acquire new skills that will be in demand in the new automation age.

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## **PARTICULARITIES OF THE IMPLEMENTATION OF A SINGLE WINDOW MECHANISM IN THE EURASIAN ECONOMIC UNION**

## **ОСОБЕННОСТИ ВНЕДРЕНИЯ МЕХАНИЗМА ЕДИНОГО ОКНА В ЕВРАЗИЙСКОМ ЭКОНОМИЧЕСКОМ СОЮЗЕ**

It is common knowledge that modern technologies for controlling the entrance and exit of articles in the customs offices paves the way for the preventing various kinds of customs offences and facilitating international trade. The development of paperless customs systems is seen as the crucial starting point for any country to influence the growth of e-commerce and thereby to improve economic performance. In this connection, the implementation of a Single window (SW) system acquires a special urgency.

The objective of our study is to determine the advantages and disadvantages of a SW system in relation to the Eurasian Economic Union (EAEU) on the basis of international experience.

A SW is a platform to allow traders to submit international trade-import, export or transit-data required by government departments or agencies once only through a single electronic interface thereby fulfilling all the regulatory requirements in respect of each transaction.

The purpose of a SW is to provide facilities for a paperless (electronic) exchange of trade information between participants of the trade process, largely accomplished through a single electronic lodgment.