

58 % of consumers believed that the traffic in shopping centers would decrease [1]. And this is indeed the case, many consumers, when many restrictions were lifted, continued to buy through Internet sites, because it was faster. Although until recently it was difficult to imagine a situation when residents of a regional center or a village order via the Internet. But with the development of payment systems and delivery systems, everyone has received almost unlimited opportunities for Internet access throughout the country [2].

Thus, the pandemic has accelerated the online retail transition. This gave it the opportunity to become a digital platform, where each consumer can choose for himself a better and safer way of purchasing goods at his discretion.

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## AMERICAN AND CHINESE PRACTICES IN E-COMMERCE DEVELOPMENT IN THE REPUBLIC OF BELARUS

E-commerce is a global phenomenon, growing at a healthy rate in almost every country. COVID-19 outbreaks worldwide increased the amount of Internet users to unbelievable levels. In 2020, more than two billion people purchased goods or services using the Internet, and during the same year, e-retail sales surpassed 4.2 trillion U.S. dollars worldwide. Consumers have gone online to make purchases that are normally made in physical stores, such as food and household items, apparel, and entertainment. The most effective e-commerce markets proved to be American and Chinese [1].

Today, China represents the world's biggest e-commerce market, led by e-commerce subsidiaries of the Alibaba group, namely Taobao, Alibaba.com, Tmall and others. In 2020, its sales stood at US\$2.3 trillion, representing over half of the world's e-commerce market total of US\$4.3 trillion. The USA is the second largest market for e-commerce, placed behind China and ahead of Japan. Leading the e-commerce world for more than a decade, the US is showing healthy e-commerce growth across all the sectors and, for the most part, is an innovation hub for setting e-commerce trends. According to forecasts, e-commerce sales in the United States will continue to grow by double digits, increasing by 17.9 % in 2021 to \$933.30 billion. E-commerce penetration will continue to increase, more than doubling from 2019 to 23.6 % in 2025. The most well-known e-commerce giants in the USA are Amazon and eBay. The largest player in the US e-commerce market is Amazon.com, with the net sales of about \$386 billion in 2020.

Let's research their e-commerce methods in detail.

China's success is predetermined by the usage of the following methods: using toll roads that increase the speed of delivery, high turnover of warehouses, fast courier delivery, support for the development of e-commerce by the authorities, tax cuts in digital zones, e-commerce focus on small batches and fast delivery.

The USA's success is explained by the usage of such methods as: 100 % prepayment, which increases the profitability of the company, lack of fitting opportunity: the value of workers' time, the fastest and most convenient refund process, a lot of options for paying for purchases and orders, logistics development. 59 % of all mobile commerce sales come from PayPal, Apple Pay, Google Wallet.

According to the study, in 2020, more than 50 % of Belarusians made purchases via the Internet. Most Belarusians buy appliances and electronics, clothes, shoes and accessories, cosmetics and perfumes, ready-made food delivery and goods for children on the Internet. 70 % of traffic and purchases are accounted for by mobile users of online stores. The main barriers to e-commerce remain the inability to see the product and get advice on it [2]. Recently Ozon Marketplace has started cooperating with the national postal operator Belpochta. Orders with Ozon can already be received at any post office in the country.

To improve e-commerce, our companies should use the following methods: speed delivery within a day after the purchase, free shipping, increased focus on website users, clear content, development of chats, electronic assistants, modern software. Targeting the younger generation, cooperation with celebrities will also help to significantly increase sales.

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## **PROBLEMS OF NON-MATERIAL MOTIVATION OF EMPLOYEES AND WAYS TO OVERCOME IT IN THE TOURISM INDUSTRY**

Employees of any organization are one of the main sources of achieving the goal. The primary task of any sphere of the tourism industry is to find effective ways to manage labor, ensuring the activation of the human factor and reaching the best production results. In the conditions of the dynamic development of modern world, the need to find ways to improve the efficiency of the use of labor potential in organizations is sharply increasing. Management is giving serious attention to activities aimed at improving staff productivity. One of the most effective leverages on employees in any organization is motivation in all its forms. The specialists should study the needs of their employees, the motives of their behavior, and on this basis effectively manage the mechanism of labor motivation in order to achieve strategies and objectives.

The way to effectively manage a person is through understanding his motivation. With notice of what moves a person, what encourages him to work, what motives lie at the core of his behavior, you can try to work out an effective system of personnel management forms and methods. To do this, it is necessary to know how certain motives arise or what caused them, how they can be put into action, how people are stimulated. However, in hospitality industry managers often use material ways to motivate employees, such as wages, a system of benefits, remunerations, additional payments for seniority, health insurance, public praise, improving the qualification level of workers and promotion through the ranks, fully paid vacation, a full social package with sick pay, pension insurance, favorable insurance, options with sanatorium treatment, financial support for young families, etc. Of course, financial incentives for employees are effective, but there is no such employee who could be kept in the workplace solely with the help of money, while completely ignoring working conditions and a comfortable psychological environment. Apart from a decent salary, it takes intangible stimulation to encourage a person stay and develop within the company.

Non-financial motivation unites the staff of the team. Such processes have a positive impact on the overall atmosphere. Based on the theory