

difficult because most people don't want to learn the language or can't, here we have to deal with the motivation of the employee. The company has to get the developers to understand that they need English and that this will increase the possible projects for their work and also a system of incentives is created. For example, companies allow full or partial payment for courses or the employment of an English tutor. Solving both problems has a direct effect on staff efficiency.

The second method is attracting qualified personnel. This depends on the company's ability both to pay salaries to such specialists and to attract them to the staff.

The third method is creation of conditions for effective work of the staff.

One of the problems is a desire to work from home. This has a positive effect on the efficiency of the staff, but after a certain period of time, the efficiency falls. If you allow people to work as they wish, namely from home or from office, then in the experience of many IT companies was noticed: when the efficiency falls down — people go back to work in the office for some time. Also, because of free location and remote working, the company should have a convenient messenger for working with employees and organizing calls.

In order for people to still want to come and work in the office, you have to create the conditions in the office. As we know from a scientific experiment at Hiroshima University, to work most efficiently, you have to work for 52 minutes and take a break for 17 minutes, so one of the main tasks of the office, to be able to give employees an interesting and useful rest for those 17 minutes.

So, there are many ways to improve employees' productivity in IT, and perfectly all of them should be used to achieve the highest levels of productivity.

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COMPARATIVE ANALYSIS OF BUSINESS CONDITIONS IN THE REPUBLIC OF BELARUS AND THE PEOPLE'S REPUBLIC OF CHINA

Сравнительный анализ условий ведения бизнеса в Республике Беларусь и Китайской Народной Республике

The development of small and medium-sized enterprises is an important condition in the formation of the economic policy of states. Doing business is a key to a stable economic development.

The purpose of this work is to compare the conditions for doing business in different countries on the example of two states: The Republic of Belarus and the People's Republic of China (PRC).

The business environment in each country is determined by a number of factors. The interaction between the Republic of Belarus and the People's Republic of China dates back to 1992 and continues to this day, not only by developing diplomatic relations, but also by learning from each other's experience.

In the Republic of Belarus, business development is actively supported by the state. Guided by World Bank data, in 2020 the Republic of Belarus ranked 49th among 190 countries in the World Bank's Doing Business global ranking. State bodies minimize state intervention in the economic activities of business entities and form competitiveness in the field of entrepreneurship [1].

A significant place in business development is occupied by foreign investments in the Republic of Belarus, which amounted to \$8.7 billion in 2021, and \$4.3 billion in the first half of 2022. The main investment partners of Belarusian entities are companies from Russia, the United Kingdom of Great Britain, Northern Ireland, Cyprus, Poland, Germany and China [2].

The Republic of Belarus has approved a strategy for the development of small and medium-sized enterprises “Belarus is a country of successful entrepreneurship” for the period up to 2030. The implementation of its norms contributes to the continuation of purposeful work to support and develop small and medium-sized enterprises.

Considering the People's Republic of China, it should be noted that it occupies a special place in the economic environment. This country has a favorable business climate, which, in turn, allows to achieve economic growth. In 2020, China ranked 31st among 190 countries in the World Bank's Doing Business global rankings, according to statistics [3].

Cross-border e-commerce platforms occupy a special place in China. For example, local governments actively guide, support and develop the cross-border e-commerce industry chain.

The Chinese government supports the development of innovative projects and provides space for technology companies to experiment. At the same time, it does not only actively invest funds, but also uses third-party developments for its own purposes. Thanks to this, start-up businessmen can receive investments from both private companies and the state.

Comparing the conditions for doing business in the Republic of Belarus and China, we can conclude that in both countries the governments actively support the development of small and medium-sized enterprises. Basing on the country statistics, it should be noted that the Republic of Belarus and China do not occupy leading positions, but are rapidly moving towards this, creating favorable conditions for doing business.

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THE DEVELOPMENT OF SMALL AND MEDIUM-SIZE BUSINESS IN SPAIN IN THE POST-COVID PERIOD

Развитие малого и среднего бизнеса Испании в постковидный период

The purpose of the research is to develop recommendations for minimizing the economic consequences of the COVID-19 pandemic for small and medium-size businesses in Spain.

For many European countries, including Spain, the economic crisis generated by the COVID-19 pandemic continues to largely determine the nature of the entire economic, social and political life. Under these conditions, small and medium-size businesses, being the backbone of the Spanish economy, are in the exceptionally difficult position.

Traditionally, small and medium-size businesses play a crucial role in ensuring sustainable economic growth, increasing the country's innovative and export potential, and employment. SMEs, whose share in Spanish economy exceeds 90 %, provide more than half of the country's Gross Domestic Product, two-thirds of total jobs, a quarter of exports and the same share of foreign direct investment. The successful development of small and medium-size businesses is the key to the formation of the middle class and a prerequisite for ensuring social stability in society. The prospects for the country's development for many years depend on how its fate is decided in the near future.

Small and medium-size businesses, dominating the Spanish business structure, have suffered the most. There are several reasons: on the one hand, they have lower liquidity; on the other hand, and above all, they prevail in the sectors most affected by the pandemic: tourism, catering and leisure. According to a recently released report from the Bank of Spain, the number of companies with debts over 75 % of net assets has risen from 14 % of the total in 2020 to over 30 % in 2022. The situation, again, is particularly dramatic in the hotel sector, where this percentage has risen from 19 % to over 42 %.