

strategically important resources), these capabilities are obvious and vulnerable over time to competitors. The capabilities that make up the core of the personnel potential of an enterprise have the following properties:

- essential for the firm's survival in the short and long term;
- inaccessible to competitors and can be simulated with great difficulty;
- represent a combination of skills and knowledge of staff, and not their implementation in the products or functions of the organization;
- are a unique source of increasing the profitability of the enterprise through a combination of scientific, technical, production, organizational, managerial and human resources;
- can be maintained and reproduced by the firm for a certain period;
- are inherent in the organizational system of the enterprise, rather than individual outstanding employees;
- are important for the development of the main, and ultimately all, of the products produced at the enterprise;
- essential for the implementation of strategic plans of the company;
- serve as a long-term basis for the development and adoption of flexible, strategically important decisions (staff reduction, product diversification, rationalization of the organizational structure, creation of joint ventures, etc.) that ensure the evolution of the firm's organizational system and its adaptation to changing environmental conditions;
- provide the firm with a dominant position in certain market segments, since it allows taking into account long-term market trends and current customer demands.

UDC 658.8:67/68 (476)

## FORMATION OF EXPORT STRATEGY OF ORGANIZATIONS BASED ON INNOVATIVE MARKETING TECHNOLOGIES

## ФОРМИРОВАНИЕ ЭКСПОРТНОЙ СТРАТЕГИИ ОРГАНИЗАЦИЙ НА ОСНОВЕ ИННОВАЦИОННЫХ МАРКЕТИНГОВЫХ ТЕХНОЛОГИЙ

*Rudnitski D.B., assistant prof., dima\_vitebsk@tut.by*

*Vitebsk State Technological University, Vitebsk, Republic of Belarus*

*Рудницкий Д.Б.*

*Витебский государственный технологический университет,*

*г. Витебск, Республика Беларусь*

*Key words: export, innovation, strategy, marketing, light industry.*

*Ключевые слова: экспорт, инновации, стратегия, маркетинг, легкая промышленность.*

*Abstract. The article considers topical issues of development of export strategies of domestic enterprises. Export is one of the main priorities of development of economy of the Republic of Belarus. Increasing the level of competitiveness of enterprises in modern conditions of the global market can only be achieved through the introduction of innovative marketing technologies. Marketing innovations are beneficial not only for individual companies but also for the economy as a whole.*

*Аннотация. В статье рассмотрены актуальные проблемы разработки экспортной стратегии отечественных промышленных предприятий. Экспорт – это один из основных приоритетов развития экономики Республики Беларусь. Повышение уровня конкурентоспособности предприятий в современных условиях глобального рынка может быть обеспечено только за счет внедрения инновационных маркетинговых технологий. Маркетинговые инновации приносят выгоду не только отдельным предприятиям, но и экономике страны в целом.*

The role of exports for countries with a market economy is very large. Exports, as a powerful stimulating factor of economic development, plays the role of a "locomotive" in overcoming the crisis, helps to maintain production and employment in export-oriented industries, providing a positive impact on the economy as a whole.

It should be noted the negative impact of the global financial and economic crisis on the export potential of the Republic of Belarus, which has led to a reduction in the solvency of major trade partners and a significant decrease in demand for the major Belarusian goods on the foreign market. Thus, the problem of the development of export strategy on domestic industrial enterprises is currently highly relevant at both macro and micro level.

At the present stage in the Republic of Belarus transition of economy on innovative way of development is the most important task. Completing this task is one of the main ways of achieving dynamic development of the country in the long term and improving the standard of living of the nation.

Light industry of the Republic of Belarus has a high degree of export orientation.

The competitive advantages of branches of light industry of the Republic of Belarus are determined by the availability of raw materials (flax, chemical fiber and filament, yarn, fabric, leather and fur raw materials), highly qualified personnel, lower in comparison with other sectors the capital intensity of production. Products textile & leather industry is raw materials for other industries of the country, most of which is the production of industrial-technical means and is sent for further processing. The main consumers of knitted products, clothing and footwear industries are people.

To increase a positive balance light industry enterprises of the Republic of Belarus seek to reduce their dependence on imports of raw materials by increasing production of flax in Belarus, creation of new types of chemical fibers and threads, dyes, leather materials for footwear. In this regard, it is planned to introduce the technology of production of textile and knitted materials based on the new textile raw materials

produced by chemical industry enterprises of the country with improved hygienic properties.

The concern "Bellegprom" is a coalition of organizations and is a diversified industrial complex engaged in production of textile, knitting, garments, manufacturing of leather goods and shoes, also part of the group include the organization of trade, science and education.

In 2015 products of the concern "Bellegprom" were exported to 58 countries, including the countries of Western Europe and the United States. The main region for the industry in the implementation of export is the Russian Federation (about 72.5% of total exports) [1].

The total volume of exports for the period 2011-2015 amounted to nearly \$3.3 billion, including last year \$492.8 million. This indicates a demand for light industry products of domestic production.

The main item of exports – garments, shoes, jerseys, leather goods, fabrics, cotton, linen, wool, artificial and synthetic rugs and carpets, flax yarn.

If we consider global trends, it can be noted that the active development of enterprises of light industry in developing countries with significant government support and the availability of their own raw materials, had an impact on the redistribution of the productive forces of the industry. The centre of production has shifted from Western Europe and the USA to the countries of South-Eastern and Central Asia (China, Pakistan, India), South America [1].

In the system of light industry enterprises organization of marketing and sales has its own characteristics. Here the success of new products depends mainly on the accuracy to match the requirements of buyers. Therefore, the industry must continually conduct market research not only to the markets of finished products but also of markets for new materials, colors, technology, to predict the development trends of fashion, and actively use in their activities innovative marketing techniques.

During 2011-2015 the spending of enterprises of light industry of the Republic of Belarus on marketing innovations is low and shows a high level of variability.

Therefore, more effective promotion of products of light industry enterprises to new export markets is possible due to:

- use various methods of marketing communications, information communications technology, the development of e-Commerce, cooperation with well-known multi-brand online stores;
- organization of work on optimization and increase of efficiency of commodity distribution network abroad;
- the introduction of additional incentives for specialists of marketing and foreign trade services, organization of training, conducting training seminars;
- strengthen the participation of enterprises in tenders and exhibitions and fairs held abroad.

Thus, further development of market relations, entrepreneurship, increased participation of Belarusian light industry enterprises in the international division of labor, increased competition in the domestic market create favorable conditions for

the use of marketing strategies and their tools will adapt to specific market conditions and the specifics of private domestic enterprises.

#### References

1. Национальный Интернет-портал Республики Беларусь [Электронный ресурс] / Белорусский государственный концерн по производству и реализации товаров легкой промышленности «Беллегпром». – Минск, 2011. – Режим доступа : <http://www.bellegprom.by>. – Дата доступа : 05.09.2017.

UDC 336.64: 338.001.36

### ANALYSIS OF AMERICAN EXPERIENCE IN BUILDING OF ENTREPRENEURIAL ECOSYSTEM ON EXAMPLE OF NORTH CAROLINA

### АНАЛИЗ АМЕРИКАНСКОГО ОПЫТА ПОСТРОЕНИЯ ПРЕДПРИНИМАТЕЛЬСКОЙ ЭКОСИСТЕМЫ НА ПРИМЕРЕ ШТАТА СЕВЕРНАЯ КАРОЛИНА

*Ruliova N., assistant lecturer*

*Vitebsk State Technological University, Vitebsk, Republic of Belarus*

*Рулёва А.А.*

*Витебский государственный технологический университет,  
г. Витебск, Республика Беларусь*

*Key words: ecosystem, entrepreneurship, American experience, Research Triangle, start-up.*

*Ключевые слова: экосистема, предпринимательство, американский опыт, исследовательский треугольник, стартап.*

*Abstract. The article examines US experience of developing an entrepreneurial ecosystem in the United States based on the example of North Carolina, main differences with the Belarusian experience. On the basis of revealed differences, the ways of development of the entrepreneurial ecosystem in Belarus are suggested.*

*Аннотация. В статье рассмотрен американский опыт развития предпринимательской экосистемы в США на примере штата Северная Каролина, основные различия с белорусским опытом. На основе выявленных различий предложены пути развития предпринимательской экосистемы в Беларуси.*

Similar conditions for doing business in the State of North Carolina with Belarus are noted: a comparable territory, a population of about 10 million people, a high level of education and a lack of minerals.