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**DEVELOPMENT OF INTEGRATION
COMMUNICATIONS IN IMPROVING
COMPETITIVENESS OF ENTERPRISES OF THE
REPUBLIC OF BELARUS: THEORETICAL AND
PRACTICAL ASPECTS**

**РАЗВИТИЕ ИНТЕГРАЦИОННЫХ СВЯЗЕЙ В
ПОВЫШЕНИИ КОНКУРЕНТОСПОСОБНОСТИ
ПРЕДПРИЯТИЙ РЕСПУБЛИКИ БЕЛАРУСЬ:
ТЕОРЕТИЧЕСКИЕ И ПРАКТИЧЕСКИЕ
АСПЕКТЫ**

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Key words: integration communications, competitiveness, efficiency, cluster structures, cooptation, stakeholders

Ключевые слова: интеграционные связи, конкурентоспособность, эффективность, кластерные структуры, коопетиция, стейкхолдеры

Abstract. The relevance of development of integration communications for textile and clothing enterprises is proved in article. The assessment of integration

communications with stakeholders at the textile and clothing enterprises of the Vitebsk region is given. Methods of development of integration communications in factors of formation of competitiveness: education, innovations and marketing are offered for increase in competitiveness of the enterprises.

Аннотация. В статье обоснована актуальность развития интеграционных связей для предприятий текстильного и швейного производства. Дана оценка интеграционных связей со стейкхолдерами на предприятиях текстильного и швейного производства Витебского региона. В целях повышения конкурентоспособности предприятий предложены методы развития интеграционных связей в факторах формирования конкурентоспособности: образовании, инновациях и маркетинге.

The problem of increasing the competitiveness of enterprises is actualized by the problems of globalization and the strengthening of the influence of the institutional environment on the activities of enterprises, as well as the resulting increased competition in the domestic and foreign markets. Integration communications can be competitive advantage of subjects of managing in the conditions of globalization, intense competition in the market.

Integration communications at the enterprise are association, creation of communications, development of relationship between subjects of managing (interested parties) which is shown in various connection of their resources for realization of the purposes of effective joint cooperation and assumes voluntariness of this process based on business ethics.

The coopetition relations are new to the Belarusian economy. Coopetition is a type of horizontal communications, special level of economic integration of subjects which assumes competitive cooperation, i.e. includes both competition relations and cooperation relations [2, 3]. Developing integration communications, the enterprises will be able to increase the efficiency and competitiveness that is confirmed by foreign experience. The directions of formation the competitiveness of the network cooperation are the following: decrease in transaction expenses thanks to informal communications; activization of scientific research and production of competitive production thanks to programs of research and development joint with subjects of network cooperation; increase in export thanks to joint marketing programs; increase in sales, acceleration of a turn thanks to creation of chains of deliveries.

Decrease in the following indicators was revealed by the analysis of a condition of textile and clothing production during 2011-2015: specific weight of production in a total amount of industrial production from 3.4% to 2.8% [4]; specific weight of the shipped innovative production from 8.3% to 6.2% [4]; profitability of sales from 19.9% to 9.6% [4]; coefficient of the current liquidity from 201.5% to 131.0% [4]. Increase in specific weight of the unprofitable organizations in the total number of the organizations from 18.1% to 32.6% has turned out to be consequence of deterioration in economic indicators [4].

The assessment of integration communications with stakeholders at textile and clothing enterprises of the Vitebsk region was carried out according to the author's method [2]. The methodology assumes an assessment of the level of integration communications on a 5-point scale. Results of assessment of integration

communications of the enterprises of textile and clothing production of Republic of Belarus, average on experts, are presented in table 1.

Table 1 – Assessment of integration communications at the enterprises of textile and clothing production of the Vitebsk region

Criteria of development of integration communications	Average score
Among employees at the enterprise	3.68
Development of production cooperation of the enterprise with other enterprises and the organizations in production and sales of products	2.84
Cooperation of the enterprise with educational institutions	1.59
Cooperation with competitors	1.51
Cooperation with science and technology parks and business incubators	1.16
Cooperation with the centers of support of business, marketing centers (advertising agencies, consulting agencies on carrying out market researches and others)	1.65
Cooperation with state bodies	3.51
Development of the informal relations of the enterprise with partners (without signing of the contracts and cooperation agreements)	2.03
Total score of the level of development of integration communications	17.97
Assessment of the level of development of integration communications on average in the directions	2.25

Source: own development by results of poll.

Apparently from data of table 1, average assessment of the level of development of integration communications at the enterprises of textile and clothing production makes 2.25 points from 5 maximum points that on a qualitative scale (table 1) demonstrates the insignificant level of development of cooperation and partnership at the enterprises of textile and clothing production of Republic of Belarus.

Methods of development of integration communications in factors of formation of competitiveness: education, innovations and marketing are offered for increase in competitiveness of the enterprises.

In the sphere of science and education creation of joint structures is offered:

1) Creation of representative offices of the vertically integrated holding at the regional universities through: creation of joint departments and joint research laboratories [1].

2) Creation of corporate training centers in management company of holding together with the regional universities.

3) Creation of scientific and technical backs-off of the enterprises. The innovative companies opened on the basis of the universities allow to turn results of researches

and opening into the qualitative samples of products with higher consumer, technological, technical, economic and other properties than existing and also provide yesterday's students with additional jobs.

Technological platforms are offered to be created for ensuring network cooperation and development of integration communications in the scientific and technical sphere. The technological platform has to combine efforts of representatives of holding, subjects of network interaction, science and the state. Objectives of the technological platforms are: coordination of research carried out at the pre-competitive stage, including in the emerging foresight system, which includes: the identification of technology packages, including the key technologies that can ensure sustainable competitiveness of the holding company in the world market; the definition of thematic areas of research of fundamental and applied problems whose solution is necessary for formation of appropriate technology packages; assessment of the necessary resource provision for research.

Cooperation in marketing is offered to be carried out in the following directions:

- use of joint branding, i.e. sharing of communication channels by several partners for development of a market niche at which the total effect exceeds results of use of the same channels by each of partners separately;
- carrying out joint market researches of the foreign markets;
- development of strategy of corporate social responsibility;
- joint programs of market segmentation and positioning of goods;
- joint programs of advance of goods in foreign market, including advertizing, sales promotion, holding commerce and industry trade fairs;
- creation of uniform information networks between participants of network interaction on the basis of CRM technologies.

Thus, the enterprises of the Republic of Belarus need to develop the strategy of formation of integration communications and mechanisms of her realization for ensuring innovative development. Development of integration communications will allow to establish such relationship between the enterprises (partners) which will provide long-term rapprochement of the general purposes of the integrating and integrated enterprises.

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**THE STATE OF LABOUR MARKET
INFORMATION SYSTEM (LMIS) IN BELARUS:
PARTICIPANTS, INFORMATION RESOURCES,
INTERACTIONS**

**СОСТОЯНИЕ ИНФОРМАЦИОННО-
АНАЛИТИЧЕСКОЙ СИСТЕМЫ ТРУДА (ИАСРТ)
В БЕЛАРУСИ: УЧАСТНИКИ,
ИНФОРМАЦИОННЫЕ РЕСУРСЫ,
ВЗАИМОДЕЙСТВИЯ**

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Key words: labour market informational system, skills anticipation.

Ключевые слова: информационно-аналитическая система рынка труда, прогнозирование навыков.

Abstract. This article explains how Belarus' labour market information system (LMIS) was organised, the reflections and changes of LMIS during 2016-2017 and the prospects for the future. Some awareness of problems related to the developing LMIS in Belarus was formulated. Main results of the work for construction LMIS in Belarus following ETF seminars and project in the context of Platform 2 are shown. Perspective development trends of LMIS formation in Belarus are: expansion of forecast methods (surveys, econometric and mathematical methods), diversity of LMIS products, upgrade of data collection and processing methods for labour market