

отношений между потребителями, интернет-площадками, продающими товары, и государственными органами, что сократит время, необходимое для рассмотрения запросов потребителей и реагирования на них.

Помимо предлагаемых проектов развития таможенного администрирования электронной торговли и уже применяемых, также стоит отметить, что на наднациональном уровне разработан проект Протокола о внесении изменений в Договор о ТК ЕАЭС, затрагивающий сферу электронной торговли, что включает в себя такие нововведения, как:

– выделение товаров трансграничной электронной торговли в отдельную категорию товаров;

– введение декларации на товары электронной торговли;

– введение института оператора электронной торговли (оператор электронной торговли будет осуществлять таможенное декларирование товаров электронной торговли, уплачивать в отношении них таможенные пошлины, налоги, нести ответственность за недостоверное таможенное декларирование);

использование процедуры таможенного склада к товарам электронной торговли (аналог «бондовых» складов).

Таким образом, рассмотрев различные элементы таможенного администрирования электронной торговли, необходимо отметить, что данную сферу только начинают упорядочивать, что проявляется в разработке новых программ, принятии соответствующих нормативно-правовых регуляторов, и, конечно, важным принципом здесь должно выступать единое применение новшеств во всех государствах-членах Союза. Однако, как и сама электронная торговля, которой свойствен характер постоянного изменения, элементы, ее регулирующие, также должны постоянно совершенствоваться.

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COMPETITIVENESS OF THE BELARUSIAN OIL-PRODUCING COMPLEX IN MODERN CONDITIONS

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The article analyzes external and internal factors that determine the competitiveness of the Belarusian oil-producing complex in recent years. As a result, the goals, objectives, and ways of maintaining and increasing the competitiveness of this sector, which is most important for the country's economy, are determined.

Keywords: Belarus, economy, complex, oil production, competitiveness, external and internal factors, maintaining, increasing.

КОНКУРЕНТОСПОСОБНОСТЬ БЕЛОРУССКОГО НЕФТЕДОБЫВАЮЩЕГО КОМПЛЕКСА В СОВРЕМЕННЫХ УСЛОВИЯХ

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Проанализированы внешние и внутренние факторы, определяющие конкурентоспособность белорусского нефтедобывающего комплекса в последние годы. В результате определены цели, задачи и пути сохранения и наращивания конкурентоспособности этого важнейшего для экономики страны сектора.

Ключевые слова: Беларусь, экономика, комплекс, нефтедобыча, конкурентоспособность, внешние и внутренние факторы, сохранение, наращивание.

In domestic and foreign scientific literature, there's a great variety of methodological approaches to assessing the competitiveness of an industry, industrial, or inter-industrial complex in the country's economy. For the oil-producing complex, the practical side of such an assessment is additionally complicated by the limited and closed nature of the information base and, to some extent, by the difficulties of substantiating the choice of indicators characterizing the results and prospects of activities. However, the urgent practical need for assessment requires ignoring methodological problems and using a simplified concept of competitiveness. In this article, the competitiveness of the oil-producing complex will be understood as its ability to produce products that meet the requirements of the domestic and foreign markets; create conditions for maintaining and increasing production and sales of products, as well as the economic potential of enterprises and organizations included in the complex.

The oil-producing complex of the Republic of Belarus is represented by the State Production Association Belorusneft, one of the largest organizations in the domestic extractive industry. The preservation and increase of the competitiveness of this enterprise in modern conditions has been realized in the context of the growing interaction of the economies of the Republic of Belarus and the Russian Federation. At the same time, the main areas of competitiveness growth are:

1. Increasing the domestic resource base for oil and gas. Achievements and problems in this area are reflected in the materials of the Meeting of the President of the Republic of Belarus "On the state and development of the mineral resource base of the Republic of Belarus", held on March 12, 2024 [1]. It was noted there that the industrial reserves of Belarusian oil amount to about 45 million tons, growing by 14 million tons over 2016-2023, including 2.5 million tons in 2023 alone. The latter figure has become a record for the past 40 years. First of all, this is achieved by increasing seismic exploration and other geological exploration work and exploratory well drilling on the territory of Belarus. A remarkable example of the implementation of this direction is the discovery of oil deposits in the area and along the borders of the Rechitsa, Khoyniki, Loevsky, and Gomel districts of the Gomel region, the resource base of which is estimated at almost one million tons. The growth of discovered oil reserves at the same time exceeds the annual level of oil production for 2023 by 400 thousand tons, which indicates the growth of the potential of the oil-producing complex.

2. Creation and expansion of Belorusneft subsidiaries and separate divisions operating in Russia: Open Joint-Stock Company 'Belorusneft-Sibir' and Joint-Stock Company 'Oil Company Yangpur'. The year 2023 is characterized by an increase in the volume of

production and economic activities both in the performance of production and exploratory well drilling, including sidetrack drilling, and in the implementation of services [2]. These include telemetry support for well construction, preparation and support of drilling fluids, hydraulic fracturing, elimination of catastrophic absorption in well construction cycles, and others. Moreover, recent years have been characterized by a steady increase in the volume of performing the relevant types of work, which means a constant increase in exports for the Belarusian enterprise. In turn, this contributes to the growth of the competitiveness of the Belarusian oil and gas production complex.

3. Reorientation of the technical and technological base of the Belarusian oil production to the maximum possible import substitution and replacement of the western vector with the eastern and south-eastern ones. The transition in the use of drilling, geological exploration, and other equipment from European and American to the best manufacturers from China, India, Russia, and Belarus is not an easy task in organizational and economic terms. But it is effectively solved by specialists of the State Production Association Belorusneft, who have organized an almost regular presence in the markets of manufacturers of equipment, components, and spare parts from these countries.

The above-mentioned areas of activity are largely driven by changes in the external environment for the Belarusian oil-producing complex. The external environment has certainly undergone significant changes in recent years. In our opinion, the most important of them are:

- the pressure of sanctions on the country's economy from the European Union, the United States of America, and some other countries, leading to the closure of a number of traditional oil and oil product markets for Belarus;
- difficulties in acquiring the necessary imported fixed production capital, components, and spare parts for oil-producing equipment;
- problems in the currency and financial sphere for transactions made in US dollars, euros, and some other currencies;
- complete closure or significant restrictions of entire logistics directions: southern, northern, western.

There are a number of other external factors that have a nearly constant and rather negative impact on the oil-producing complex of Belarus. The most important among them are:

1. The continuing volatility of the global oil market, where unpredictability, variability, and instability coexist with fierce competition. It is known that fluctuations in global oil prices have almost no equivalents among other types of commodity resources. Thus, over the past thirty years, the price of a barrel of Brent crude oil has varied from 9.1 US dollars on December 10, 1998 to a historical maximum of 143.95 US dollars on July 4, 2008.

2. Dominance of the oil and gas market of the Eurasian Economic Union by one state: the Russian Federation [3, 4]. According to the Minister of Energy of Russia N. Shulginov [5], oil production in the country in 2023 is about 523 million tons, and in 2022 – 535 million tons (a decrease of 2.2 percentage points). During this period, the Republic of Belarus, on the contrary, was able to increase oil production volumes from 1 million 812 thousand tons in 2022 to 1 million 877 thousand tons in 2023 [6], which ensured growth of 3.6 percent. Thus, the Russian volume of oil production exceeds the Belarusian one by 295 times in 2022 and by almost 279 times in 2023.

3. Variation in the volume of oil imports to the Republic of Belarus from the Russian Federation, not always associated with changes in the needs of our country. As we noted earlier [3], the range of changes in these volumes in certain periods reached more than nine dozen times.

4. Differences in labor productivity levels in the Belarusian and Russian oil industries. The differentiation is objectively determined by a number of factors, including:

- geological conditions of occurrence of oil reservoirs (density and other physical and chemical properties of rocks, depth of occurrence, reservoir pressure, etc.);
- quantity and quality of hydrocarbons, including the presence of impurities;
- geographical location and level of economic development of the oil extraction region;
- stage of oil field development (stage of production increase, stage of maximum production volume, stage of production decline, stage of production stabilization);
- terrain, climatic conditions, etc.

The Belarusian oil-producing complex has a much smaller raw material base, resources, and oil reserves in comparison with the Russian ones. This is reflected in labor productivity, field production costs [7], and the overall results of production and economic activity. Only the climatic conditions, the level of economic development of the territories, the geographical location, and the terrain are more preferable in comparison with many Russian regions. However, these advantages are not always present. For example, the Maysko-Makeevsko-Dneprovskaya area discovered in Belarus is characterized not only by complex geological conditions but also by difficult conditions on the surface with a predominance of forest and swampy areas.

5. Preservation and development of the human resources potential of the oil-producing complex, the requirements for which are particularly high. These are deep professional knowledge, competencies, skills, experience in production activities, high social, personal, and psychophysical characteristics. Given the opportunities for labor migration of personnel from Belarus to Russia, secured by interstate agreements and regulatory legal acts, as well as in the context of differentiation of wage levels, ensuring the stability of the personnel of workers and specialists in the oil production of Belarus is becoming a difficult task. Belarusian educational institutions along with industry organizations are involved in solving this problem. In this regard, it is impossible not to note the contribution to the training, retraining, and advanced training of such personnel of the Sukhoi State Technical University of Gomel and the Institute for Advanced Training and Retraining based on this university.

The competitiveness of the oil-producing complex consists of a number of production and economic components, among which the following should be considered key:

- technical and technological level of production;
- cost savings and reduced labor intensity of well drilling, oil and gas production, and other technological processes [7];
- improvement of the organization of production, its structure, and management; increase in service standards and areas;
- improvement of labor organization and improvement of the use of the working time fund on this basis, reduction of labor intensity of work, optimization of the number of employees;
- improvement of the use of production capacities by reducing the duration of underground and major repairs of wells, as well as by carrying out additional geological and technical measures (transition to mechanized production, putting wells into operation from the control, inactive and mothballed fund, drilling second wells, etc.);
- optimization of the production structure by, for example, varying oil production using fountain or mechanized methods.

Thus, increasing the competitiveness of the Belarusian oil and gas production complex should, in our opinion, include:

Strengthening the human resources potential of State Production Association Belorusneft by improving the organization and production management, developing a system of training, retraining, and advanced training of personnel, and creating the most comfortable working conditions and remuneration system.

Steady growth in labor productivity in oil production due to motivational, technical, technological, and organizational factors.

Expansion of the volumes and types of production and economic activities in the territory of the main trade and economic partner of Belarus: the Russian Federation.

Strengthening coordinating interaction in the field of oil production with all countries of the Eurasian Economic Union, as well as with other friendly states of the world.

Expansion of the domestic resource base for oil with an increase in the volume of explored reserves, the number and productivity of discovered fields.

Reorientation of the technical and technological base of oil production from the Western European and American direction to the eastern and south-eastern vector with the maximum possible achievement of import substitution.

All this will allow not only to preserve but also to strengthen the competitiveness of the oil production complex of the Republic of Belarus and to increase the economic efficiency of its functioning.

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ОСОБЕННОСТИ УПРАВЛЕНИЯ БИЗНЕС-ПРОЦЕССАМИ ПРЕДПРИЯТИЯ В УСЛОВИЯХ ЦИФРОВИЗАЦИИ

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В настоящее время одним из способов развития мировой экономики стал процесс цифровизации. Согласно Государственной программе «Цифровое развитие Беларуси» на 2021–2025 гг. предусматривается цифровая трансформация процессов управления предприятиями. В работе представлены особенности управления предприятием в условиях цифровизации.