

the same probability of being cheated by another person. However, the BE perspective does not consider humans to be more honest; rather, it takes a more social-psychological perspective by showing that dishonesty is not just about tradeoffs between external incentives (such as material gain) and costs (such as punishments). Dishonesty is the product of situations as well as both internal and external reward mechanisms, which often involves self-deception—the reframing of dishonest acts (e.g. not declaring all of your income to the tax authorities) in a way that makes them appear less dishonest.

To summarize, we would like to say that Behavioral economics (BE) is trying to change the way economists think about people’s perceptions of value and expressed preferences. According to BE, our thinking is subject to insufficient knowledge, feedback, and processing capability. We also live in the moment, in that we tend to resist change, are poor predictors of future behavior. Finally, we are social animals with social preferences, such as those expressed in trust, reciprocity and fairness. If you are at least acquainted with behavioral economics you are able to be more sensible, more objective to the things you buy and the exact reasons you buy them for.

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PORTER’S FIVE FORCES IN THE BELARUSSIAN MARKET

Competition for all useful to man on our planet has transformed every aspect of living. Competitiveness has become the culture of entrepreneurs, organizations and nations, who deal with competition for success, resources, customers, space, time, opportunities, information, knowledge, education and technology.

Whether you are starting a new business or looking for more insight into your existing company's prospects, you probably have questions about the competition. One way to answer those questions is by using Porter's Five Forces model. Originally developed by Harvard Business School's Michael E. Porter in 1979, the five forces model looks at five specific factors that help determine whether or not a business can be

profitable, based on other businesses in the industry. In Porter's model, the five forces that shape industry competition are:

Competitive rivalry. This force examines how intense the competition currently is in the marketplace, which is determined by the number of existing competitors and what each is capable of doing.

Bargaining power of suppliers. This force analyzes how much power a business's supplier has and how much control it has over the potential to raise its prices, which, in turn, would lower a business's profitability.

Bargaining power of customers. This force looks at the power of the consumer to affect pricing and quality.

Threat of new entrants. This force examines how easy or difficult it is for competitors to join the marketplace in the industry being examined.

Threat of substitute products or services. This force studies how easy it is for consumers to switch from a business's product or service to that of a competitor.

We have decided to analyze the competitiveness of a Belarusian company by applying Porter's five forces model. We chose «Spartak» because it is the leader on the Belarusian market of confectionery products and in this industry the effect of all five forces is clearly seen.

Competitive rivalry. Confectionery is an industry with stiff competition amongst its players. There are three major players competing in confectionery industry in our country: «Krasny Pischevik», «Kommunarka», and «Spartak». Competitive advantages of «Spartak» include constant updating of equipment, a wide range, low-price segment, short lead times, a of course the fact that the company long time works in the market.

Threat of new entrants. Major barriers to entry the confectionery industry are the economies of scale and product differentiation. Confectionery Factory «Spartak» was awarded the diploma of the winner in the framework of the professional contest "Brand of the Year 2015". This is a competitive advantage of «Spartak» and creates barriers for new industry players.

Threat of substitute products or services. All of the major players in the industry have very sound brands in our country, but only «Spartak» produces chocolate for

people with diabetes, and it is the company's competitive advantage. Also imported chocolate for diabetics is very expensive.

Bargaining power of customers. Although the company has its own stores and branded sections, it also deals with distribution companies that sell its production. But in this case it is more difficult to keep an eye on the final price. «Spartak» has to sell its products to distribution networks and other customers at prices low enough that they can sell to the end user at a price that keeps customers coming back. As Spartak's cost of goods sold fluctuates due to materials, transportation or manpower, either the confectionery or those companies to which it distributes have to absorb the changes in price. End-users have an impact on «Spartak» demanding high quality products and low prices. Therefore, company must take into account the wishes of customers because there are other powerful manufacturers in the market.

Bargaining power of suppliers. Suppliers have a great deal of power, since about 50% of raw materials are purchased on imports. These are cocoa beans, nuts, raisins - something that is not native to Belarus. Moreover, due to the fact that Belarus does not produce high-quality food board, «Spartak» still has to buy a packaging in Sweden.

After analyzing the competitiveness of «Spartak», we concluded that the company has a leading position in the industry. But the company «Spartak» is influenced by suppliers and consumers. On the one hand there are alternative suppliers but the quality of products they supply is uncertain. On the other hand there are influential buyers who do not want to pay a high price. Therefore, «Spartak» need to pay attention to these two competitive forces to strengthen its position. Porter's five forces model helps to identify the strengths and weaknesses of the company. By using this analysis tool, business managers can gauge the level of competition within their company's industry and thus assess current and potential lines of business. The ultimate goal in this analysis is to help managers set their profitability expectations, because profitability decreases as the competition level increases. Some look at internal factors while others look at external factors. Together, they explain the competitive forces that could impact how a company does business.