

... cine, protection of the economy from a possible crisis and is an important means of improving the welfare of the nation. Economic development is also important.

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### DIRECTIONS OF ECONOMIC AND SOCIAL DEVELOPMENT IN MODERN CONDITIONS

**Introduction.** Today, the field of logistics occupies a significant niche in the economy. The logistics industry has a particular impact on small manufacturing companies. Many companies have to deal with issues in this area. More and more firms are entering the market, forcing companies to modernise some of their processes. The need to find new and additional methods to improve customer service and reduce costs in the manufacturing process is emerging. These issues are also relevant for logistics.

**The main part.** With a growing number of logistical problems, such as the use of outdated working methods, technologies, introduction of sanctions, inefficient use of company resources, there is a need to reduce production costs, to restructure the business, to reduce production costs, to reduce the cost of transporting goods. Some of these problems can be resolved in the area of logistics. For all highly qualified managers, the intricacies of logistics management are fairly well understood. However, the application of these methods needs to be systematised. This issue poses an urgent task for specialists to improve the methodology for the application of logistics in entrepreneurship, as well as to create a new basis for the work of the logistics field. The use of a new and improved logistics structure in modern business can increase the stability of a firm. In order to reduce the cost of resources in a company, in most cases managers improve logistics. Logistics is a business concept. The essence of this business concept is the combined use of individual components in a single process area. The purpose of the concept is to avoid wasteful use of company resources. If we analyse 1999 data of the European Logistics Association, the application of new developments in the field of logistics provides such advantages as: reducing loss of production time, reduction of production costs by 30% and others. The peculiarity of work in logistics is to optimise the performance of freight transport in order to save time and money for the company.

The working structure of most business concepts can be assessed using the example of many operating companies. One of the typical business processes in a small manufacturing business is that raw materials and components are purchased from the first suppliers of goods in Belarus or from dealers of Russian companies in the country in order to minimise the trade mark-up. Due to the introduction of sanctions, unfortunately, direct deliveries from Europe and Ukraine have almost stopped at the moment. Goods are delivered via Russia or third countries in the world, e.g. China. It is also possible to assess the impact of the introduction of sanctions. If we consider the implementation of deliveries from Belarus to China, the sanctions have not had a significant impact on the logistics support. If we talk about the most common methods of shipping cargo, we can name the following: air freight, rail freight and shipping by sea. The most universal method is containerised shipping by rail. Sea transport is the least expensive way, but this method is the most time consuming. The fastest method is airfreight, but this method is not suitable for large goods and heavy loads, nor for explosive and gas-containing substances. From Chinese ports, cargo is shipped to Baltic ports, from where it is delivered to Belarus. The introduction of sanctions has had a negative impact on the logistics industry for shipments from Russia and Europe. This is due to the fact that many European companies refuse to cooperate with companies from the Russian Federation so as not to spoil their reputation. In addition, the list of sanctioned goods prohibited for export from European countries to Russia is becoming longer and longer. Supplies from China and Turkey are becoming more and more relevant, due to the fact that Russian companies are forced to change suppliers. In addition, shipments from Europe to Russia via Turkey are becoming more frequent. Due to the increase in distance travelled, the tariffs for such shipments cannot be low. Drawing attention to the peculiarities of logistics in small manufacturing businesses, one example is document substitution or so-called document neutralisation. This method is not entirely legal. The essence is that with one set of documents the driver goes through the Polish side of customs clearance, and with other documents - the Belarusian customs. Not all companies take this risk. This is because uncovering forged documents can lead to litigation.

**Conclusion.** If we rely on the current data in the field of logistics support for small manufacturing businesses, we can see that the sanctions have had a negative impact on logistics development, and companies are forced to adjust to the situation in various ways, even if not always legal [1; 2].

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### BELLEGPROM'S ACTIVITY UNDER SANCTIONS

**Introduction.** Bellegprom, a major Belarusian state-owned company, has faced a number of challenges in recent years due to sanctions imposed by Western countries. These sanctions have had a significant impact on Bellegprom's operations, affecting its ability to access Western markets, import necessary materials and technologies, and attract foreign investment. Bellegprom has pursued various strategies to adapt to the changing market conditions and maintain its position in the global market. This article considers the impact of sanctions on Bellegprom and the company's efforts to cope with these challenges.

**Main part.** The company Bellegprom was founded in 1992 and soon became a leading player in the Belarusian textile and clothing market. It was known for producing a wide range of products, from raw materials to finished goods, and had a significant presence in both domestic and international markets.

In recent years, Bellegprom has faced significant challenges due to economic sanctions imposed on Belarus by the European Union and the United States. These sanctions have impacted Bellegprom's activities in several ways, causing difficulties in trade, finance, and procurement.

One of the main challenges is the limited access to Western markets, which has resulted in a loss of revenue for the company. The imposition of trade barriers and the lack of access to some international payment systems have made it harder for Bellegprom to conduct business with certain countries. This has limited the potential growth of the company and has forced Bellegprom to focus on alternative markets, which are often more difficult to penetrate because of high level of competition.

Another challenge is the restricted access to Western technology and equipment, which has made it difficult for Bellegprom to modernize its production facilities and adopt to new technologies. This has resulted in lower production efficiency and reduced competitiveness in some markets.

Additionally, the sanctions have also led to a decrease in foreign investment in Belarus, which has affected the overall economic growth of the country. This has limited the availability of financial resources and has made it more difficult for Bellegprom to access the capital it needs to expand its operations and invest in new technologies.

Moreover, the sanctions have also affected the availability of raw materials and other inputs necessary for production. This has led to increased costs and supply chain disruptions, which have further hampered the company's competitiveness and profitability.

To cope with the problems arising from sanctions, Bellegprom has pursued several strategies. One of them is to diversify its markets and look to non-Western countries for new business opportunities. The company has focused on establishing relationships with such countries as China, Kazakhstan and Russian Federation. The latter is an important market for Bellegprom. In recent years, Bellegprom has been increasing its presence in the Russian market, developing new partnerships with Russian companies, and expanding its product range to meet the needs of Russian consumers. There is a significant increase in exports of light industry goods to the Russian Federation. For example, for the first four months of 2022, export growth to Russia ranges from 115 % to 128 % depending on the positions. Goods are shipped to 71 regions of Russia, including those with which Belarus has not previously cooperated, such as Tuva, Kalmykia, Buryatia, and Altai. Belarus has a chance and a reason to continue entering the markets of the Far East of Russia, in particular, the Urals market, as well as occupy vacant niches. The roadmaps, signed with the Russian Federation in 2021, play a positive role in streamlining all business processes [1].

Bellegprom has also invested in modernization and innovation to improve its competitiveness and reduce reliance on imported inputs. The company has implemented new technologies and equipment to increase efficiency and reduce costs, while also focusing on research and development to develop new products and materials. It has diversified its product portfolio to meet changing consumer demands. For example, Bellegprom has presented the concept of the new project "Da Domu" to place the widest range of Belarusian home products on one trading platform, such