

**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

as textiles, tableware, and clothing. Moreover, a network of such multi-brand stores will be created both in the domestic market and abroad. Belleprom has also emphasized sustainable and eco-friendly production, which has become an important factor in consumer purchasing decisions [2].

**Conclusion.** Belleprom has been facing significant challenges due to economic sanctions imposed on Belarus. However, the company has been adapting to the challenges by focusing on import substitution, development of innovative products and exploring new markets.

The experience of Belleprom demonstrates the importance of adaptability and strategic planning in the face of economic challenges. Despite the challenges posed by sanctions, Belleprom remains a major player in the textile and clothing industry of Belarus. By exploring new markets, investing in research and development, and maintaining high-quality standards, company can continue to grow and succeed in the face of adversity. Such experience of Belleprom serves as a valuable lesson for other companies facing similar challenges. By being proactive and adaptable, businesses can overcome obstacles and continue to thrive in a changing global economy.

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