

and social or family problems. Notably, 59% of respondents reported experiencing financial difficulties related to gambling, which indicates that negative consequences are relatively widespread among participants.

Overall, the results indicate that online gambling users in Belarus are mainly young, economically active, and moderately educated individuals. While gambling is primarily perceived as a form of entertainment with relatively limited spending, a considerable proportion of users notify experiencing financial and social consequences. This highlights the dual nature of online gambling as both a leisure activity and a potential socio-economic risk, emphasizing the need for continued attention to responsible gambling behavior and prevention measures.

REFERENCES:

1. БЕЛТА : [сайт]. – URL: <https://www.belta.by/interview/view/onlajn-kazino-eto-relaks-a-ne-sredstvo-zarabatyvaniya-deneg-7463/> (дата обращения: 10.03.2026).

Tryfanava Sofiya

Science tutor *G.V.Prybylskaya*
BNTU (Minsk)

ADAPT OR PERISH: BELARUSIAN BUSINESS STRATEGIES UNDER SANCTIONS PRESSURE

The imposition of economic sanctions on Belarus has fundamentally altered the operational landscape for domestic enterprises. Faced with severed ties with traditional Western markets and restricted access to advanced technologies, the Belarusian economy has been forced to undergo a rapid structural transformation. This study explores how local businesses have transitioned from reactive crisis management to proactive adaptation, focusing on the core pillars of import substitution, market reorientation, and operational flexibility within current geopolitical constraints.

The primary response to the disruption of established global supply chains has been a renewed emphasis on import substitution. For many Belarusian manufacturers, particularly in machine-building and agriculture, sanctions necessitated a swift shift toward sovereign industrial capabilities. This adaptation process has been twofold: technological localization and integration within the Eurasian Economic Union (EAEU). Businesses are increasingly collaborating with domestic R&D institutions to replace critical components previously sourced from the European Union, leading to indigenous solutions in microelectronics and specialized industrial machinery [1].

Furthermore, this industrial shift is supported by state-sponsored programs aimed at "deep localization." By providing tax incentives and preferential credit lines for projects that reduce dependence on foreign inputs, the government creates a safety net for enterprises. Integration with the EAEU, specifically with Russia, acts as a crucial buffer. Shared industrial standards and "union" supply chains allow Belarusian firms to access a

broader market for their localized components, expanding scale and making import substitution economically viable.

Trade redirection has required profound logistical restructuring. The loss of Baltic ports forced reliance on Russian port infrastructure and the development of multimodal routes. New corridors, such as the North-South transport corridor connecting the Baltic region to the Middle East and India, have become vital lifelines. While more expensive and complex than previous routes, these developments demonstrate the business sector's ability to overcome logistical isolation.

Under harsh restrictions, financial engineering and operational flexibility have become essential to business survivability. With traditional banking tools blocked, the corporate sector has restructured its financial architecture. Companies have shifted to alternative settlement mechanisms, creating multi-stage payment chains using national currencies (primarily the yuan and Russian ruble) and engaging correspondent banks in "friendly" jurisdictions. Many firms have implemented digital systems to minimize transaction times and reduce rising commission costs.

At the micro-level, organizational flexibility has required radical changes to decision-making. Hierarchical structures proved too slow for an environment where supply chains face sudden disruptions. Management has decentralized authority, delegating operational decisions on procurement and logistics to production managers. This allows businesses to react in real-time - switching from European to Asian suppliers without central coordination. Such a "horizontal" model has transformed procurement into a dynamic search for opportunities where speed and flexibility prevail.

Human capital management deserves special attention. Recognizing that institutional knowledge and the skills of process engineers are main assets under technological isolation, companies have revised their HR strategies. While the emphasis was previously on hiring ready-made specialists externally, investments now focus on developing internal competencies. Accelerated training, mentoring, and cross-functional programs allow employees to quickly master technologies arriving to replace European analogs. This creates a "learning organization" capable of adapting to any technological shock. Financial stability is maintained through retention of the "core" team, as replacing qualified specialists in a labor-shortage environment becomes critically expensive. Thus, financial ingenuity, decentralization of operational processes, and investments in human resources form a "protective layer" allowing Belarusian enterprises not only to stay afloat but to gradually find new points for growth [2].

In conclusion, the Belarusian experience suggests that economic sanctions do not inevitably lead to stagnation; rather, they force a recalibration of economic priorities. The transition from a Western-oriented model to a diversified, internally-focused system is an ongoing process fraught with challenges. While the long-term impact remains subject to debate, the current trend indicates that Belarusian businesses are prioritizing resilience over efficiency. Successful integration into new markets and continued development of local industrial capabilities will likely define the country's economic trajectory for the coming decade.

REFERENCES:

1. Дягилев, В.В. Юридические и регулирующие стратегии международных компаний в условиях санкций / В. В. Дягилев // Теория и практика современной науки, no. 6 (120), 2025, С. 169-174.

2. Шкабарина, А.О. Состояние и тенденции развития розничной торговли Республики Беларусь / А.О. Шкабарина // Вестник Гомельского государственного технического университета им. П. О. Сухого, no. 2 (89), 2022, С. 91–98.

Daniil Trubinov

Science tutor *D.Rudenko*

BSEU (Minsk)

ADAPTATION TO GLOBAL ECONOMIC TRENDS IN THE ECONOMY OF THE REPUBLIC OF BELARUS

The contemporary global economy is undergoing significant transformation, and Belarus national economy is not an exception. The Republic of Belarus follows global trends to achieve economic growth and development.

Modern economy is characterized by many important trends; this paper examines the following:

1. Expansion of Belarusian industry companies into new markets through assembly plants.
2. Integration of blockchain based payment systems.
3. Use of labor migration.

The analysis begins with industry. Typically, global leaders expand into new markets by establishing local subsidiaries and assembly plants. An example is the plant of Chinese automaker Geely plant in Belarus (BelGee) [1]. Similarly, Belarusian industrial companies follow this strategy to expand abroad. To illustrate that point of view, Minsk Tractor Plant has launched assembly plants in countries like Kazakhstan and other CIS countries [2]. This strategy helps to lower transportation costs and reduce production costs (thereby enhancing competitiveness). Furthermore, it provides significant tax benefits, making the product more affordable for customers. MTP provides a full cycle of warranty and maintenance services.

At the same time, Belarus is actively integrating blockchain-based technology into its financial system. Following the early legalization of Bitcoin and other cryptocurrencies, the country is now developing the Digital Belarusian Ruble (DBR) [3], [4]. The project is scheduled for completion by H2 2026 for businesses and 2027 for individuals [4]. The potential effects of this project include:

- DBR makes payments between companies faster and cheaper.
- It provides an alternative method for international trade in addition to traditional ones.
- DBR operates in offline mode, allowing transactions without an internet connection.