

able to keep up with the capital's modernization of production. This, in turn, will lead to a big difference in the standard of living of the population of these regions.

To improve the investment attractiveness of our country and solve some problems of investment policy, it is necessary to create favorable conditions for doing business by reducing the tax burden, stimulating political and macroeconomic stability, reducing corruption, creating stability and predictability of the business environment.

Modernization of national production, at present, is the most important attribute of the economic development of the Republic of Belarus. The solution to this problem, given limited resources, can be foreign direct investment. This, in turn, will help to improve the efficiency of the system of the Republic of Belarus as a whole.

<http://edoc.bseu.by/>

**К. Нрышанович**  
**К. А. Гришанович**  
БНТУ (Минск)

*Научный руководитель Н. П. Буланова*

## **DEVELOPMENT OF BELARUSIAN ENTERPRISES IN THE NEW ECONOMIC CONDITIONS**

### **Развитие предприятий Республики Беларусь в новых экономических условиях**

The normal economic activity of all states has now been disrupted. The pandemic has closed borders, imposed state restrictions, halted production and redistributed demand for goods and services. The enterprises in the Republic of Belarus continued to operate in such conditions, despite negative external and internal influences. The purpose of our work is to study how the country's enterprises develop under sanctions.

In July 2021, the European Union introduced sanctions against eight Belarusian enterprises, among which was «Minsk Automobile Plant». But the consequences of economic pressure were felt at all 11 factories of «BelAutoMaz» holding, including the open joint-stock company «Osipovich factory of automobile units».

In modern conditions, it is necessary to find new approaches and principles for the management of business processes in order to develop production in a given enterprise. Therefore, in a market environment and increasing competition, new and

effective ways of evaluating development strategies have been sought to ensure that financial and material resources are sufficient.

To be able to adapt quickly to what is happening is the main task of any enterprise. The new economic conditions due to the sanctions did not create critical difficulties at the enterprise. The supply contracts for the modernization plan were concluded earlier and, thanks to the economic services of the enterprise, were executed in a timely manner. Since the open joint-stock company «Osipovich automobile units plant» in one direction specializes in production of parts, components and components from plastic, the question of raw material supply has become urgent.

In the past, the company purchased raw materials for the production of modern plastics in Europe, and under present conditions it established business contacts with new suppliers in China. The process required testing, during which the plastic variants corresponding to the quality level of the Belarusian machine building products were selected. The introduction of sanctions has not affected the development of «BelAutoMaz» holding. The high demand for Belarusian trucks and buses is retained.

Long-term decision-making at the enterprises should take into account the main strategic principles of development: creativity, innovative behavior, flexibility and adaptability, taking into account all areas of enterprise activity; awareness and development of entrepreneurial strengths; practical and implementable strategy; efficiency; alignment with resources; responsiveness to in-house priorities; and increased motivation of staff.

In devising ways of developing an enterprise under current economic conditions, it is necessary to take into account the following: to determine the financial and economic status of the enterprise at present; to determine the desirable and feasible conditions in the future; to find the alternative ways of developing the system, taking into account the strengths, weaknesses, opportunities and risks; to define the actions (methods and tools, management solutions) that can be implemented by the chosen system of recovery from economic problems.

Thus, the management of the country's enterprises, in a changing environment has to react promptly by modifying its development tactics, finding new suppliers and markets. The enterprise development is based on diverse and fluid factors that are in the process of constant rapid change and complex interdependence.