

## ACTIVITY OF THE MINSK TRACTOR WORKS IN PERIOD OF SANCTIONS

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*Резюме – санкции, наложенные на Беларусь в 2020 году, оказали негативное влияние на многие белорусские компании. Некоторые из них столкнулись с ограничением доступа к международным рынкам, а другие – с сокращением объемов продаж и дополнительными затратами на перестройку бизнес-процессов. В этой статье рассмотрена деятельность Минского тракторного завода в этот непростой период.*

*Resume – the sanctions imposed on Belarus in 2020 had a negative impact on many Belarusian companies. Some of them faced restricted access to international markets, while others experienced a decrease in sales volume and additional costs for restructuring their business processes. In the article the Minsk Tractor Works and its activities during this challenging period are considered.*

**Introduction.** In the context of modern globalization, economic sanctions are one of the most effective tools for influencing economic and political processes in other countries. Therefore, they can significantly affect the activities of enterprises, especially those that are oriented towards exports.

The Minsk Tractor Works (MTW) is one of enterprises in Belarus, which has been subjected to sanctions by the European Union and the United States since 2014. In this paper, the author considers how these sanctions have affected the activity and market of MTW during the period from 2020 to 2023.

**Main part.** The sanctions imposed on MTW by the EU and the US have had a significant impact on the company's operations. The restrictions on access to the European and US markets have led to a decrease in the volume of exports and a decrease in revenue. MTW lost the ability to purchase spare parts and equipment from European and American suppliers. As a result, the company had to look for new markets, new suppliers in Russia, China, and other countries and adapt its production to the needs of these markets.

Despite the difficulties caused by the sanctions, MTW has managed to maintain its position in the Belarusian market and increase its presence in other markets. This was achieved through the development of new models of tractors and the adaptation of existing models to the needs of specific markets.

According to the reports of the Ministry of Economy of Belarus, MTW is one of the top ten exporters in the country. In 2021, Minsk Tractor Plant increased exports by almost a quarter compared to 2020. Exports to the CIS grew by 20.4 %. On the post-Soviet space, the leader in terms of volume traditionally is Russia - more than 13.5 thousand units have been delivered there. Ukraine was sold 6.2 thousand tractors. Kazakhstan – 4.1 thousand. The growth rate of exports to these countries was 104.2 %, 173.4 % and 105.5 % respectively [1].

Export of Minsk Tractor Plant in 2023 is planned to increase to 1 billion dollars. In 2022 the plant produced 2,100 tractors more than in 2021. Export growth rate exceeded 128 %. In monetary terms, it is over 900 million dollars. This year, MTW plans to increase exports by 109 % in comparison with the previous year and beat the bar of 1 billion dollars [1].

At the same time in 2021 MTW increased the production by 41.6 % more than the year before. Among the countries, so-called “long arc”, the author especially notes the significant increase in supplies to Pakistan and Egypt, as well as to Cuba. Despite difficult relations with the European Union, the Minsk Tractor Plant has expanded its presence in some markets, for example, Hungary, Poland and Romania. Overall export growth in Europe exceeded 120 % [2]. However, MTW continues to actively work on other markets, in Africa, Latin America, and the CIS markets. In 2021, the volume of exports to African markets increased by 50 %, to Latin American markets – by 24 %, to the CIS markets – by 11 % [3].

**Conclusion.** The analysis of the MTW market during the period from 2020 to 2023 has shown that the sanctions imposed by the EU and the US have had a significant impact on the company's operations. However, MTW has managed to adapt to these challenges and find new markets, which have allowed it to maintain its position in the Belarusian economy. It is important to note that the sanctions have had negative consequences not only on MTW but also on the Belarusian economy as a whole. Therefore, it is necessary to seek ways to resolve issues through dialogue and negotiation, rather than through economic pressure.

#### REFERENCES

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#### IT OUTSOURCING AS A FACTOR OF ENTERPRISE ACTIVITY

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*Резюме – в этой статье раскрыта тема айти аутсорсинга. Также описан перечень услуг, предоставляемых компаниями, занимающимися айти аутсорсингом. Приведены примеры белорусских компаний, их перспективы в развитии айти.*