

- increase the profitability of sales;
- increase the level of capital return;
- increase asset turnover;
- increase the share of the active part of fixed assets.

If the positive effect of a financial lever determines its differential, then it is possible to strengthen this effect by properly managing the leverage of the financial lever, by planning and achieving an optimal ratio of debt and equity.

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DEVELOPMENT OF ENTREPRENEURSHIP IN THE REPUBLIC OF BELARUS

РАЗВИТИЕ ПРЕДПРИНИМАТЕЛЬСТВА В РЕСПУБЛИКЕ БЕЛАРУСЬ

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Ключевые слова: предпринимательство, малый и средний бизнес, анализ развития, статистические данные.

Abstract. Entrepreneurship plays a significant role in the country's economy. The number of jobs grows, the contribution to the country's GDP and to the Social Protection Fund increases, and the monopoly decreases. The selection of goods and services increases. The more competitive enterprises, producing the same products are, the higher the level of competitiveness and quality of goods become. This article presents statistics on the dynamics of the development of small and medium enterprises in the Republic of Belarus, describes the main directions and advantages of entrepreneurship over large business.

Аннотация. Предпринимательство играет важную роль в экономике страны: увеличивается количество рабочих мест, вклад в ВВП страны, взносы в ФСЗН, уменьшается монополия. Для потребителей увеличивается выбор товаров и услуг. Чем больше конкурентоспособных предприятий, производящих одну и ту же продукцию, тем выше уровень конкурентоспособности и качество. В данной статье представлена статистика динамики развития малого и среднего предпринимательства в Республике Беларусь, описаны основные направления и преимущества предпринимательства над крупным бизнесом.

It is legitimate to analyze the dynamics of entrepreneurship development in the Republic of Belarus using official data of the National Statistical Committee of the Republic of Belarus.

According to statistical data in the Republic of Belarus on January 1, 2022, the share of small and medium enterprises in the gross domestic product was 26.6 %, and the share in gross value added was 30.5 %, which turned out to be 1 percentage point higher compared to 2020. In the context of the regions of the republic, the maximum gross value added is observed in Minsk and the Minsk region – 44.7 % and 33.6 %, respectively. This macroeconomic indicator for small and medium enterprises in other regions makes in Brest – 24.9 %, Mogilev – 23.8 %, Grodno – 20.1 %, Vitebsk – 17.5 % and Gomel – 15.3 %.

There are 7 main types of economic activity in the Republic of Belarus: industry; wholesale and retail, car and motorcycle repair service; agriculture, forestry and fisheries; construction; transport, postal and courier activities, warehousing; information and communication; professional, scientific and technical activities [1].

A strong tendency towards active development of small and medium enterprises in the Republic of Belarus has been observed not only over the past year.

The analysis of the activities of small and medium enterprises in the Republic of Belarus for 2011–2021 allowed us to identify the following trends, presented in Table 1.

Analyzing the data in Table 1, it can be noted that in 2011–2021 entrepreneurship in the Republic of Belarus was actively developing. The decrease in small and medium enterprises in terms of the number of employed is evidenced by an increase in the number of legal entities by 18.4 % and individual entrepreneurs by 19.7 % in 2021 compared to 2011. The average number of employees of small and medium enterprises has decreased, and wages have increased, this can be explained by the growing demand for specialists capable of automating processes in order to replace physical labour and increase productivity. There is also a positive change of such indicators as revenue from sales of products, goods, works, services; net profit; volume of production; industrial production; investments in fixed assets; retail turnover of trade organizations; turnover of public catering.

A decrease in exports and an increase in imports of small and medium enterprises with an increase in turnover for 2011–2021 can be characterized as the ability to adapt business processes to the requirements of domestic consumers and an increase in the degree of trust in Belarusian brands. Small and medium enterprises are more focused on domestic markets.

As evidenced by foreign experience, entrepreneurs are an important criterion for the presence of a real market economy in the country and a factor of economic growth in most industries. Small and medium entrepreneurship as a form of doing business has a number of advantages over large organizations. Entrepreneurs, unlike large enterprises and large businesses, easily adapt to external changes and can more easily reorganize their business processes. Due to the increased mobility of entrepreneurs, it takes less time to establish business processes. Thus, the development of small and medium

enterprises is an important strategic guideline for the Republic of Belarus, ensuring its sustainable growth, saturation of the domestic market and employment of the population.

Table 1 – Key economic indicators of the activity of small and medium enterprises in the Republic of Belarus from 2011 to 2021

Key economic indicators	2011	2021	Growth rate
Microbusinesses, small and medium enterprises			
Number of micro, small and medium enterprises – legal entities at the end of the year, units	91 277	111 908	122.6%
Average number of employees of organizations, people	1 223 584	1 121 759	91.6%
Nominal accrued average monthly salary, rubles (2011 – thousand rubles)	1 760.1	1 479.4	84.1%
Revenue from sales of products, goods, works, services, million rubles (2011 – billion rubles)	358 956.1	175 063.6	487.7%
Net profit, loss (-), million rubles (2011 – billion rubles)	16 698.2	9 133.8 ^{*)}	546.9%
Return on sales, %	9.3	8.4 ^{*)}	-0.9 p
Share of unprofitable organizations, %	19.8	19.1 ^{*)}	-0.7 p
Volume of production (works, services), million rubles (2011 – billion rubles)	149 544.0	85 617.8	+572.5%
Industrial production, including the cost of tolling (not paid by the manufacturer) raw materials, million rubles (2011 – billion rubles)	60 786.8	29 642.9	487.6%
Investments in fixed assets, million rubles (2011 – billion rubles)	35 534.0	11 051.1	311%
Retail turnover of trade organizations, million rubles (2011 – billion rubles)	32 728.1	16 301.2	498.1%
Turnover of public catering, million rubles (2011 – billion rubles)	2 004.7	1 622.9	809.5%
Export of goods, million US dollars	18 618.7	17 039.9	91.5%
Import of goods, million US dollars	14 213.0	17 825.3	125.4%
Balance of foreign trade in goods, million US dollars	4 405.7	-785.4	-117.8%
Individual entrepreneurs			
Number of individual entrepreneurs at the end of the year, people	219 285	273 120	124.6%
Number of individuals engaged by individual entrepreneurs under labour or civil law contracts, people	16 802	74 563	443.8%
Revenue from sales of products, goods, works, services, million rubles (2011 – billion rubles)	13 808.2	14 817.4	1073.1%
Export of goods, million US dollars	100.5	220.8	219.7%
Import of goods, million US dollars	487.4	359.2	73.7%
Balance of foreign trade in goods, million US dollars	-386.9	-138.4	-64.2%
Number of individual entrepreneurs at the end of the year, people	219 285	273 120	124.6%

^{*)} – without taking into consideration microbusinesses not included into the sample of respondents.

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**REGIONAL SUPPLY CHAIN MANAGEMENT
MECHANISM WITH GREEN LOGISTICS
PRINCIPLES**

**МЕХАНИЗМ УПРАВЛЕНИЯ РЕГИОНАЛЬНЫМИ
ЦЕПЯМИ ПОСТАВОК С УЧЕТОМ ПРИНЦИПОВ
ЗЕЛЕННОЙ ЛОГИСТИКИ**

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Keywords: supply chain management, region, green logistics.

Ключевые слова: управление цепями поставок, регион, зеленая логистика.

Abstract. The components of logistics activities that affect the environment and the ecological situation of the regions are identified. An author's mechanism for managing regional supply chains has been developed, taking into account the principles of green logistics, which contributes to the sustainable logistics development of the regions and helps to improve the quality of life of the population.

Аннотация. Выявлены компоненты логистической деятельности, влияющие на окружающую среду и экологическую ситуацию регионов. Разработан авторский механизм управления региональными цепями поставок с учетом принципов зеленой логистики, который способствует устойчивому логистическому развитию регионов и содействует повышению качества жизни населения.

The progressive development of logistics and supply chain management in the region is inextricably linked to technological progress and the negative impact that it has on the environment. Every day, the amount of non-renewable resources is being used more and more, the results of the supply chains affect the ecological situation of entire regions and countries. At the same time, the level of awareness of the environmental responsibility of people is growing, which is expressed in the creation and widespread use of technologies aimed at preserving the environment and reducing