

centage of small and medium-sized enterprises in the Belarusian manufacturing market. Also, these measures will help to solve problems such as unemployment and demographic decline in single-industry towns.

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STRATEGIES FOR ENTERING THE INTERNATIONAL MARKET FOR BELARUS

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Резюме – статья раскрывает стратегии выхода на рынок и оценивает наиболее благоприятную для Беларуси.

Resume – this article reveals the strategies for entering the market and evaluates the most favorable for Belarus.

Introduction. The modern economy is going through an era of globalization, more and more new companies want to place their business on foreign markets. This allows them to strengthen their leading positions in the industry and generate more profits. When a business has foreign clients, it allows attracting new businesses for cooperation, reducing the risk of losses, increasing the competitiveness of the enterprise and increasing its capitalization.

Main part. The method by which a business can enter the market depends on the size of the investment, the degree of managerial control over the process and the service to the market. There are three main groups of strategies that ena-

ble a company to develop new industries: export, mediation, hierarchical business construction. Export activity – creation of goods in the domestic market, placement of sales in other countries. Joint export – direct deliveries are built through joint efforts with enterprises from the same field of activity (with limited production scales or insufficient resources). Direct export - direct contracts with foreign intermediaries. The manufacturing company takes over the search for partners, preparation of documentation, certification, etc.;

Indirect export – on the market within your country, an agreement is concluded with an intermediary. He is responsible for selling the product to the foreign market and has his own dealer network; All types of exports help to assess the market for further business. Thus, introducing a new product or service into the market can test its viability in new conditions, and interest the consumer in the market. Plus – low risks and costs, disadvantage – weak control over the activities of intermediaries [1].

Mediation - interaction with a trading partner company in the international market, but at the same time sharing responsibility and control: Franchising – creating a privilege for intermediaries – the right to conduct business under the trademark of a well-known brand. It differs in that it imposes more stringent requirements on the intermediary, its dependence on the parent organization and a limited scope. Licensing is the ability for a company to use its patent or technology in another country. Plus – a low level of costs for control. You can set your own rules for doing business. Disadvantage – it is difficult to exercise control, loss of uniqueness;

Joint venture is a combination of several companies with common risks, revenues and liabilities. Plus – support from partners in the development of new technologies and knowledge, joint overcoming of barriers to enter a highly competitive market. Disadvantage – high price, risk of conflicts with partners;

Contract manufacturing – production abroad while maintaining the marketing and distribution functions in the parent company. The advantage of the method is the preservation of management functions, low costs for setting up production, the risk of problems with adapting the cost of goods to market conditions is insignificant. The downside is a difficult search for competent partners and the transfer of technological production, theft of intellectual resources is possible [2]. Hierarchical business structure – creation of your own branch company or an independent enterprise in the foreign market: Acquisition is the acquisition of a controlling interest or control of a foreign company through a merger. It also reduces competition by securing a certain market share. The downside is that it depends on the expertise of the experts and the need for complete knowledge of the legal constraints. From the beginning, the business was focused on expanding the company by building new production facilities, especially when it comes to maintaining control with the founder. Plus – the risk is less. Disadvantages are the big time and financial costs.

Conclusion. The nature and extent of risk management is a possible aspect of strategy classification. Know-how and the risk of losing control over key

functions, conflicts of interest, strategies between management and multinational corporations. Analyzing the pros and cons of each strategy, it can be highlighted that a mediation and export strategy is more preferable for small and medium-sized businesses in Belarus. In such cases, it is easier to conduct a market analysis, since these types of strategies assume that one or more experts interested in business development will be located in the territory of the country where the company wants to develop.

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SMALL BUSINESS: DOES IT TAKE PLACE?

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Resume – small business in Belarus faces various obstacles: registration procedure, which is rather complicated, is lack of skills, entailing both internal and external problems, the number of businesses of various sizes and many other problems.

Резюме – малый бизнес в Беларуси сталкивается с различными препятствиями: и процедура оформления, которая довольно сложна, и недостаточная квалификация кадров, влекущая и внутренние и внешние проблемы, и количество бизнесов различного масштаба, и многие другие проблемы.

Introduction. Reading news headlines in the vein of “Belarusian industry has brought \$ 730 million losses over the past year”, start thinking you involuntarily: what is wrong with state-owned enterprises? On the one hand, it is very good that in a country where, to be honest, everything is not going smoothly with the economy, the state will not liquidate its offspring, because people are employed. On the other hand, the whole thing is sponsored by the state budget, and most of it is paid taxes, state duties and paid fines. Then other interesting news can be remembered in which, after giving outsourcing to state-owned enterprises into the hands of private companies, everything changes dramatically and a loss-making enterprise suddenly turns into a profitable one.

Main part. Consider 2 possible causes of such "troubles" that lie on the surface: leadership and monopoly. For starters, it's worth understanding who manages and how to manage public and private organizations. State-owned companies are headed by the people appointed by the president and it is most likely by acquaintance. Often, they understand and accept only what happened during the USSR. However, we are no longer in the era when communism is