

**THE GLOBAL SUPPLY CHAIN DISRUPTIONS  
STEMMING FROM THE COVID-19 PANDEMIC**

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The COVID-19 pandemic, which began in late 2019, has become the most significant global crises of the 21st century, having a serious impact on all spheres of life. One of the most affected areas has been global supply chains, which have been forced to adapt to new conditions between uncertainty and instability. The closure of borders, the introduction of quarantine measures and dramatic changes in consumer preferences have led to disturbance in production processes, logistics and the distribution of goods. As a result, many companies faced shortages of raw materials, increased delivery times, and rising costs. Companies have begun to review their risk management strategies, introduce new technologies, and look for alternative sources of supply. In this context, it is important to consider how the pandemic has changed the approach to globalization, sustainability and flexibility of supply chains. With the rapid spread of the Covid-19 pandemic worldwide, it was inevitable that the resulting economic crisis would have long-term financial impacts. Considering this, the period of recession in 2020 is extremely relevant as every nation found itself forced to halt economic activity in progress to limit the spread of this infectious disease. In addition, the pandemic in question has caused a violent demand, supply, and liquidity shock [1].

With the outbreak of the pandemic and the introduction of restrictive measures, consumers began to change their habits. While demand for certain products increased dramatically, other categories experienced significant declines in demand. This created an imbalance in supply chains that were not prepared for such dramatic changes. Companies that did not have developed e-commerce faced difficulties in meeting the growing demand for online purchases. Companies began to perform more adaptive management models that allow them to respond quickly

to changes in demand [2]. This includes using technology for data analysis, demand forecasting, and inventory management. With increasing awareness of consumer health and safety, some companies have begun to focus on the environmental and social aspects of their operations. This led to an increase in demand for sustainable and responsible products, which has also changed the structure of market offerings. Factory closures and restrictive measures in various countries led to significant disturbance in production processes. Many companies faced shortages of components and materials, which slowed down the production of finished products. The pandemic caused the closure of borders and the imposition of strict restrictions on international transportation. This led to delays in the delivery of goods, increased waiting times, and increased logistics costs. Due to the sharp decline in trade volumes at the beginning of the pandemic, many containers remained in ports, which caused a shortage of containers for transporting goods. This, in turn, led to higher freight prices and longer delivery times. The first effects of the spread of Covid-19 on logistics were seen almost immediately in China. The repercussions of the Chinese logistics lockdown may be seen in the long-haul trucking industry, which transports more than 80% of the country's commodities. Long-haul trucking volume dipped below 15 % of 2019 levels between the end of January and the end of February 2020, before rising to 50 % by the end of February and 92 % in March. The ability to confine the virus rapidly and the government's attitude regarding trucking both contributed to the swift recovery [1]. The logistical problems caused by the COVID-19 pandemic have become a serious challenge for global supply chains. Companies that were able to adapt to the new conditions and implement innovative solutions proved to be more successful in overcoming the crisis. The lessons learned from this situation will have long-term implications for supply chain management in the future.

## References

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