

cards. One of the sides must be done in Japanese. When exchanging business cards, the Japanese side must be on top; when handing over to a colleague, hold it with both hands or with your right hand. There should be no barriers between partners, for example, a table or a chair.

5) Establishing contact through trust, sincerity and compatibility.

6) Communication. When meeting, words and phrases should be selected carefully so as not to accidentally offend someone.

7) Meetings and negotiations. Final decisions are rarely made directly in meetings. Establish contacts, discuss details and conditions. At the meeting, you need to be well-prepared in order to accurately answer all questions. It is very important to show professionalism. It is also worth preparing information about your company in a printed form. Japanese businessmen will definitely appreciate it.

Japan is a country with which many successful companies seek to cooperate, because their experience, knowledge and technology are among the best in the world. That is why the Japanese themselves are careful and reasonable in their approach to business. Before holding meetings, it is important to study their culture and traditions so that they see serious intentions in cooperation with them, want to become business partners and share their experience.

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## **ANAIYSIS OF THE STATE OF SMALL AND MEDIUM-SIZED BUSINESSES IN RUSSIA AFTER THE PANDEMIC**

### **Анализ состояния малого и среднего предпринимательства в России после пандемии**

The purpose of this study was to analyze the state of small and medium-sized enterprises (SMEs) after the pandemic in Russia and, based on the results of the study, to formulate a set of criteria for analyzing the current state of SMEs in Belarus.

In March 2021, Tinkoff-Business conducted a survey among SMEs in Russia to find out how the pandemic affected their development. Here are some of the results of the survey: 46 % of businesses moved online, 8 % began selling goods on marketplaces, 19 % changed the scope of their business, nearly a quarter of businesses have downsized, 16 % of businesses closed several outlets, 9 % opened

additional outlets. In the first quarter of 2021, 37 % of companies earned mostly or only through traditional offline outlets, 23 % of businesses received most or all of their turnover through online channels, 40 % of entrepreneurs worked directly with companies and received money immediately to the current account [1].

As we can see, the pandemic has brought most entrepreneurs in Russia closer to digitalization and online sales of their goods and services. Analysis of data from the registry of small and medium-sized businesses for the period 10.10.2019–10.10.2021 showed that on October 10, 2021 the number of companies in Russia for the year increased – by 108475, and in the same period in 2020 decreased markedly – by 222 030 compared to 2019 [2]. The number of sole proprietors in 2020 decreased by 91 756, the number of legal entities decreased by almost 130 274. At the same time, the number of workers employed in small and medium-sized businesses increased by 84 258 to 15.49 million in 2020, and decreased by 839 997 over the year in 2021. The biggest reduction was observed among microenterprises (annual revenues up to 120 million rubles, the number of employees does not exceed 15 people) – by 215 166. The number of small enterprises (revenues not exceeding 800 million rubles a year, the number of employees does not exceed 100 people) decreased by 7423. By contrast, the number of medium-sized companies (annual revenues up to 2 billion rubles, the number of employees does not exceed 250 people) increased for the first time from October 2019 to October 2020 by 3.3 %, and for the same period in 2021 – by 2.1 %, a total increase of 5.5 % compared to 2019.

According to the president of «Opora Rossii» A. Kalinin, the growth in the number of employed in small and medium businesses indicates the correctness and timeliness of the decisions to reduce insurance premiums, the payment of direct subsidies on the minimum wage of employees, tax vacations and loan restructuring. The number of medium-sized enterprises in the country increased for the first time in many years – by 5.2 %, which was facilitated by the increase in the share of government procurement for SMEs and simplification of mechanisms for companies to export.

Thus, after a difficult year of 2020, some SMEs have adapted to the new conditions and, despite the tendency for their total number to decrease in 2020, in 2021 their growth is noticeable, especially among micro- and medium-sized enterprises. Therefore, the study of the impact of the pandemic on SMEs in Belarus should pay attention to the digitalization of activities and the transition to an online environment.

## References

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## **NEW ZEALAND AS A SUCCESSFUL BUSINESSMAN**

### **Новая Зеландия как успешный предприниматель**

Each country strives to become a world leader in economic indicators, indicators of the standard of living of the population, as well as an attractive country for doing business and investing.

New Zealand is a country in the southwestern part in the Pacific Ocean. Despite New Zealand's rather remote geographical location, the economy of the country is one of the most developed in the world.

The relevance of our work is to find out how and why such a young country with poor resource potential and remote geographical location was able to achieve such impressive results and maintain a leading position in the field of economics and entrepreneurship among all countries of the world.

The purpose of our research is to analyze the market conditions of New Zealand and identify the features of economic development. To achieve this goal, we set ourselves the following objectives:

1. To study the features of the New Zealand economy.
2. Explore doing private business.
3. To study the impact of coronavirus on doing business in New Zealand and learn about economic relations between New Zealand and the Republic of Belarus.
4. To summarize and draw a conclusion.

From the point of view of economic development, New Zealand is very popular among foreign entrepreneurs because of the prestige of the jurisdiction, as well as favorable tax policy.

New Zealand has always been a country of economic freedoms, so the concentration of private business here is the highest in the world.

The spread of coronavirus infection has significantly affected the macroeconomic situation in New Zealand.