

## **ECONOMICS AND MANAGEMENT IN BRANCHES AND SPHERES OF ACTIVITY**

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### **PROBLEMS OF MUNICIPALITY CULTURAL AND LEISURE SPHERE MANAGEMENT. P. 9-23.**

**Abstract.** The article discusses the essential content of culture and defines the most important characteristics, from the point of view of its controllability. The relevance of the research topic is due to the fact that in modern conditions there are serious problems of financing, production and promotion of art product to consumers. The purpose of the study is to identify the trends and prospects of improving the management of cultural and leisure sphere through the development of separate theoretical provisions of the management services. The research is based on methodology of system analysis and complex scientific, economic-statistical, analytical methods. In the article the authors provide the definition of management in the sphere of culture and characterize a system of culture management at the federal, regional and municipal levels. Particular attention is paid to the problems of management of cultural and leisure sphere at the level of municipality at the modern stage of socio-economic development of Russia. The study was conducted on the materials of Rakityanskiy municipal district of the Belgorod Oblast. The analysis of the socio-economic development indicators of Rakityanskiy district and the standard of living of the population, as well as the indicators of activities of institutions of cultural and leisure sphere helped to identify problems and to assess the development potential of cultural and leisure areas of the municipality. On the basis of the study the authors develop recommendations for improving the management of culture at the level of the municipality.

**Keywords:** culture, architectonics of culture, cultural and recreational sphere, management of the sphere of culture, cultural values.

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### **FORECASTING OF SERVICES MARKET SOCIO-ECONOMIC PARAMETERS AS A WAY TO REDUCE THREATS TO ENTERPRISE DEVELOPMENT. P. 24-36.**

**Abstract.** The aim of the research is the study of socio-economic parameters forecasting methods of services market development and development of measures to ensure economic security and management of business risks. For the solution of the stated goals were used general scientific and special research methods. The article considers problems domestic services market development, and the types of forecasting. It is determined that a necessary condition for long-term forecasting is the formation of future economic prospects, the medium-term forecast typically shows the emergence of innovative developments in the market and the short-term forecasting, as a rule, is necessary to calculate the costs of introducing services to the market. The authors developed a model predicting the development of the service market and resource potential of the region; developed structural-logical scheme of constructing the forecast models and considered the system of indicators for assessing the balance of regional services market. The article emphasizes that one of the most important conditions for obtaining reliable

predictions is the formation of a marketing information system, providing the forecasting process qualitative information. The authors argued that conceptually the purpose of market forecasting services should be objective and complete assessment of the market for a specific period of time, to identify patterns and trends of its development, the characteristics of its structure and regional characteristics, detection and modeling of its internal and external relationships. Proper use of these tools of socio-economic parameters forecasting of market services development would result in minimization of business risks.

**Key words:** services sphere, services market, resource potential, forecasting.

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**PECULIARITIES AND TRENDS IN THE DEVELOPMENT OF DIGITAL ECONOMY. P. 37-45.**

**Abstract.** The present study has the purpose of the digital economy development prospects substantiation on the basis of its inherent opportunities and challenges, given the global trends of digitization of economic relations. The methodological basis of the research was the concept of Informatization of the economy and the Strategy of information society development in the Russian Federation for 2017-2030. The study was conducted based on the methods of analysis of legal regulations in the study of international practices, benchmarking, establishing causal relationships between economic phenomena and processes, analytical justification of the emitted trends. The paper discloses the essence of the digital economy and suggests the author's interpretation of the term; singles out the possibilities of the digital economy and formulates the problems caused by its development, with the characteristics of their solutions in the international practice of digitalization of the economy; provides the analytical data confirming the impact of digitization on economic development rates, changes in the structure of the economy and development of the labor market in its international context; substantiates the importance of international comparison of digital economy development rates, provides the results of the positioning of "top 30" countries according to "the global index of inclusion"; and specifies strategic prospects of digital economy development in the domestic socio-economic practice.

**Keywords:** digital economy, digitization of economy, structure of economy, digital economy development index.

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**QUANTITATIVE ESTIMATION OF THE CLUSTERIZATION LEVEL OF THE INDUSTRY "MINERALS MINING" IN THE REGIONS. P. 46-59.**

**Abstract.** The purpose of the research is to show the possibility of improving economic mechanisms in the design of the development of mineral and raw materials complex in the regions of Siberia and the Far East, the conditions and advantages of the cluster approach, and indicators of quantitative assessment of the level of clustering. Research methods: quantitative assessment of the level of clusterization of the "mining" industry in the regions based on the use of known methods was applied. In this case, the following coefficients were determined: localization coefficient (lc) and the coefficient of per capita production (cpc). These indicators allow us to characterize the industry's ability to identify both

existing and potential leaders of cluster entities. The results of the research: Russia's participation in the global economic activity makes it possible to intensify the extraction and processing of minerals not only for the needs of the national economy, but also for the export of raw materials. The volume of mining in Russia has declined significantly over the past decades: gas, nickel, zinc, iron ore - by 7-17%, oil, coal, uranium, copper, bauxite, platinum, potassium salts by 20-35%, chrome ore, lead, tin, molybdenum, antimony, niobium, gold, silver, apatites - by 40-60%, tungsten, titanium, phosphorites, fluorspar - by 3 or more times. The Ministry of Energy of the Russian Federation adopted the "Strategy for the Development of the Oil Industry until 2035". In it, both scenarios "basic" and "conservative" envisage a drop in the volume of processing of "black gold", and the planned drop in processing will significantly exceed the reduction in oil production. This is a strategic state program for the development of the most important branch for our country. Conclusions: modern system for managing the processes of subsoil exploration has not justified itself. It led to a decrease in the scientific and practical potential of geology, the loss of a serious scientific reserve, the collapse of territorial geological organizations, production and technical support, and the loss of qualified personnel. Therefore, it is necessary to ensure a fundamental change in the state policy in the sphere of geological study of subsurface resources, reproduction of the mineral and raw materials base, the structure of the geological service of the country and its public sector, in the management of geological research and geological exploration.

**Keywords:** cluster, economic clusterization, mineral and raw materials complex, geological and economic evaluation of deposits, economic effect, economic parameters, formation tools, development tools, economic mechanisms, instruments of state regulation.

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#### **ORGANIZATIONAL AND ECONOMIC ASPECTS OF ENGINEERING CENTERS FUNCTIONING IN INNOVATIVE ECONOMY. P. 60-69.**

**Abstract.** The purpose of the study is to develop organizational aspects of innovation management in the format of engineering centers at the regional level. In the process of research of innovative infrastructure and the formation of organizational mechanisms for regulating innovation activity, a method of systematization and generalization of facts and concepts, analysis of normative documents, functional analysis, a method of expert assessments was used. To achieve this goal, institutional approaches to innovation management in regional innovation systems are considered, and the formation of innovation development institutes in the format of engineering and prototyping centers in the sphere of science and business of the Republic of Tatarstan is shown. The organizational and economic aspects of functioning of engineering centers in the innovation economy are given. The characteristics of formation and development of regional innovative system with use of technological platforms on the Republic of Tatarstan example is presented. Structural blocks of modern technological platforms are shown on the example of chemical engineering center in the field of chemical macro technology. The research revealed positive aspects and problem areas in the organizational structure and practice of functioning of the innovation infrastructure of technological platforms in the format of engineering centers and prototyping centers. Prospective directions of integration of science and business in the framework of formation and development of technological platforms in innovative economy are designated.

**Keywords:** engineering center, technological platform, innovative economy, prototyping center, innovative infrastructure, engineering services.

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**STUDY OF METHODOLOGICAL APPROACHES TO EVALUATION OF IT PROJECTS EFFECTIVENESS. P. 70-80.**

**Abstract.** The purpose of the study is to analyze the applicability of various methodological approaches to assessing the effectiveness of IT projects, taking into account the objectives of its implementation. In connection with the need to introduce information technologies to support business processes of companies in order to improve business success, the task of planning and evaluating IT investments becomes urgent. When creating an IT budget, IT costs must be planned taking into account the distribution of all costs for mandatory and development related IT infrastructure, since the IT infrastructure development strategy must correlate with the business development strategy as a whole. In the IT sphere, investments have a rather complex return structure. Many researchers in this field highlight different types of return on investment in terms of gaining the benefits and benefits of implementing IT. The evaluation of IT investments is based on the use of different approaches and assessment methods depending on the specifics of IT projects that take into account such parameters as project objectives, expected benefits, project costs, project complexity, support costs, success factors, etc. The article analyzes existing techniques with the identification of advantages and disadvantages, as well as the feasibility of applying this or that methodology to assess the effectiveness of the IT project.

**Keywords:** IT project, IT project efficiency, IT project efficiency assessment methods.

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**NATURE AND CONTENT OF CRISIS MANAGEMENT AS A SYSTEM OF PREVENTION AND OVERCOMING OF ECONOMIC ENTITIES' CRISES. P. 81-92.**

**Abstract.** As of today, the world economic situation is unstable, it becomes necessary to study the nature and content of crisis management. To manage means to be able to make decisions, give instructions obligatory for execution, and control their execution. Crisis management is necessary for an enterprise in anticipation of a possible crisis, and in the context of the crisis itself, and it should focus on the further development of the organization. Crisis management includes methods and forms of management to be applied at the onset of the crisis to improve the economic-financial activities and to bring the company out of crisis. This article regards the interpretation of the term "crisis management" by various authors and also highlights the differences and challenges of crisis management. When writing the article were used such methods of scientific cognition as analysis, specification and generalization, consistency, complexity and others. In crisis management it is necessary to conduct economic analysis and forecasting, to develop anti-recessionary programs and investment projects for the withdrawal of the enterprise from crisis and to minimize and neutralize the effects of the crisis. In the article the authors reveal that the specificity of the anti-crisis management is the need for complex decision-making in conditions of limited financial resources, a large degree of uncertainty and risk. A manager who can solve

such tasks, must act promptly and quickly, and the level of his/her responsibility increases. Thus, in the course of the study it was revealed that the important components of crisis management are the scope and purpose. But these components are clearly not sufficient to determine the contents of crisis management, rather they represent its elements.

**Keywords:** crisis management, crisis, problems of anti-crisis management, tasks of anti-crisis management, scientific approaches to the essence of anti-crisis management, crisis prevention system.

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#### **ACTUALIZATION OF CHANGES IN MODERN ORGANIZATION AND PECULIARITIES OF THEIR MANAGEMENT. P. 93-105.**

**Abstract.** The article discusses the essence of organizational change from the point of view of modern organization, presents a model of the process of change management in organizations, and analyzes the stages of organizational change management. The relevance of the research topic is determined by the fact that in recent times, one of the main problems of modern Russian organizations is their development and change in accordance with market principles of operation and the environment. The purpose of the study was to identify the problems of organizational change and analysis of the effective management of these changes. The main contents of research are methods of observation, description, comparison, and other concrete scientific (special) methods. The article reveals the content of the notion "organizational change" from different points of view, considerable attention is paid to the model of the planned changes in the organization and describes the characteristics of organizational change management. This article makes an attempt to uncover the underlying causes of resistance to change in organizations. On the basis of the study there have been developed recommendations for effective management of organizational change and suggested ways of overcoming resistance to organizational changes.

**Keywords:** organization, changes, organizational changes, resistance, innovations, management of changes.

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#### **ECONOMIC AND SOCIO-CULTURAL PRECONDITIONS FOR WORLDVIEW TRANSFORMATION. P. 106-118.**

**Abstract.** The article attempts to conceptually substantiate economic and socio-cultural preconditions of worldview transformation. Transformation of society and worldview is a natural and

necessary requirement of sustainable development, an important role in which belongs to progress of production, productive forces development, informatization of the society. Application in all spheres of society of modern information and communication technologies can give the economy a big positive effect. The goal and tasks set in this article assume the interaction of the methodological foundations of philosophy, economic theory, sociology, and other humanitarian and socio-economic disciplines that determined the rationale for a holistic integrating problem of economic and socio-cultural prerequisites. Given the interdisciplinary complex nature of the problem, this article required the use of various basic methods for conceptualizing economic and sociocultural phenomena, such as idealization, analysis, synthesis, generalization, comparison, dialectical and system methods that ensured the interdependence and interaction of the issues discussed. The unity of economic relations and modern conceptual and methodological justifications of the socio-cultural model of the transformation of the worldview of Russian society predetermined the urgency of the topic and the retrospective analysis of foreign and domestic studies of socio-economic doctrines. The research also revealed and showed that the subject field of the research project of the worldview transformation problem of the in Russian society is based on a methodological socio-cultural and economic approach.

**Key words:** economic structures, economic and ideological changes, economy, computerization of production, economic directives, economic systems.

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#### **STUDY OF SYNERGETIC EFFECTS OF CLUSTERING IN THE ECONOMY OF REGIONS. P. 119-129.**

**Abstract.** This study was aimed at theoretical substantiation of the synergetic effects arising in the implementation of the cluster model of regional economic development in terms of establishing the nature of their formation in the context of existing challenges and threats to the sustainable development of the region's economy, determining the mechanism of the control effect on the formation of a synergetic effect, and concretizing the types of effects. The main directions of the economic theory (spatial theory, divergence theories, center-periphery theory, etc.) were the methodological basis of the research, the study of which was conducted using the methods of mental cognition, monographic research, logical thinking, deduction and induction of scientific knowledge. Key challenges and threats to ensuring the effectiveness of managing sustainable development of the region are highlighted, which the state should respond to by forming and implementing a new state regional policy, and which are conditionally divided by the author into global and local ones. The scheme of interaction of the economic potential and the system within which its use and development takes place is justified, which reflects the ability to "program" the desired result, depending on the priorities and needs of such a system. Synergetic effects that should have a significant impact on the sustainable development of the region are singled out and justified with respect to the regional economy and, if the development scenario is positive, ensure equalization of disparities and the quality of life of the inhabitants of the regions.

**Keywords:** regional economy, clustering and integration, synergy effect, efficiency, sustainable development.

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**METHODOLOGICAL ASPECTS OF ESTIMATION OF MUNICIPALITIES' SOCIO-ECONOMIC DEVELOPMENT LEVEL FROM THE POSITION OF THEIR TERRITORIAL TRANSFORMATION\*. P. 130-146.**

The study was carried out with the financial support of the Russian Foundation for Basic Research in the framework of a scientific project № 17-32-01142 "Assessment of the organizational and economic consequences of regional municipal formations' territorial transformation  
(the Republic of Bashkortostan as a case study)

**Abstract.** The purpose of the study is to develop a methodology for assessing the level of socio-economic development of municipalities from the position of inter-municipal comparison for making decisions about the possibility of their merging, as well as its approval on the materials of the Bashkortostan Republic. The research was based on the methodology of the system approach, general scientific methods of cognition, statistical methods, the methods of rationing and calculating the integral indicator is used to assess the level of socio-economic development. The information base of the scientific research was the statistical materials of the State Statistics Committee of Russia and its territorial body in the Bashkortostan Republic. The article suggests and substantiates a set of indicators of socio-economic development, offers an authorial approach to the "convolution" of particular indicators in an integral indicator. The approbation of the methodology was carried out on the example of municipalities of the Bashkortostan Republic. Based on the results of the assessment of the municipalities' territorial distribution with the maximum and minimum level of socio-economic development, the following trends were identified: the situation has been preserved when municipal districts are included, as a rule, in a group with a minimum level of social and economic development; contraction of human resources and economic space around the Republic' capital (agglomeration process) affects the socio-economic development of the periphery of the agglomeration.

**Keywords:** region, socio-economic development, differentiation, migration, intraregional migration flows, agglomeration processes.

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**METHODICAL ASPECTS COMPANY'S MANAGEMENT SYSTEM DIAGNOSTICS. P. 147-156.**

**Abstract.** To achieve the level of development of the world's leading companies, it is necessary to modernize and improve the management systems of Russian companies. Effective improvement of the enterprise management system is impossible without qualitative diagnostics. Self-diagnosis and modernization is a huge challenge for the company's staff and is usually done with the help of consulting companies. The aim of the study is to generalize the theoretical and practical approaches of Russian and foreign scientists to the study of control systems and the development of methods for diagnosing the enterprise management system. In carrying out this research, we used methods of statistical and empirical analysis, a systematic approach to the generalization of best practices of corporate management systems based on the study of Russian and foreign experience. The study allowed to form the basic provisions of the methodology for diagnosing the enterprise management system, the results of practical application of which can form the basis for developing recommendations for improving its effectiveness. In our opinion, the management system diagnostics procedure should consist of nine stages and cover the company's

production and economic activities, product portfolio analysis, company strategy diagnostics, SWOT analysis, management structure evaluation, employee co-ordination level analysis, system of motivation and analysis of business process problems.

**Key words:** system, diagnostics, management, enterprise, methodology.

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**FORMATION OF THE GENERALIZED REPRESENTATION ON APPROACHES TO DEVELOP SOCIAL INFRASTRUCTURE. P. 157-166.**

**Abstract.** The purpose of this study was to prove the position that approaches to the development of social infrastructure of regions are characterized by a multiplicity and diversity to warrant the formation of their generalized view, with the distribution of the categories "traditional" and "modern" by the criterion of the adequacy of existing conditions of regional socio-economic development. The study was based on the philosophical methods of cognition of the studied phenomenon essence, its substantive analysis, the scientific review of researchers' points of view, the rationale of the author's position, evidence, and conclusions made. The results of studying the opinions of contemporary researchers regarding approaches to the development of social infrastructure in the regions, reasoned position about the necessity of their systematization, the formation of a generalized view with the grouping of "traditional" and "modern" criteria of adequacy are presented. The author revealed substantial differences of the approaches (integrated, dialectical, reactive, normative, functional, hierarchical, programmatic, humanitarian, proactive, institutional, project, cluster, agglomeration) in the context of their use for understanding the process of regional social infrastructure development and according to the results of content analysis justified the priority of the project, cluster and agglomeration approaches corresponding to modern trends of regional social infrastructure development.

**Keywords:** social infrastructure, infrastructural objects, approaches to the development of regional social infrastructure.

## **ECONOMY OF LABOR AND LABOR RELATIONS**

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**BELGOROD OBLAST POPULATION'S LIVING STANDARD KEY PARAMETERS ESTIMATION. P. 167-176.**

**Abstract.** The purpose of this study is to assess key parameters of the standard of living of the population. Different methods of research are involved in the article, including: general scientific methods of cognition of processes and phenomena; used statistical, economic-mathematical and other methods of analysis. The main indicators for assessing the standard of living of the population and the region for a number of recent years are considered. The analysis of real and nominal per capita incomes, average monthly wages of workers employed in the economy of the Russian Federation and the Belgorod region

for the period from 2010 to 2016 is carried out. The characteristic of purchasing abilities is given in comparison with the average Russian values of this indicator. The GRP per capita of the Belgorod Oblast is calculated and its estimate is given in the scale of the country. A certain relationship between the dynamics of monetary incomes, GRP per capita and the level of consumption of the population of the Belgorod Oblast are defined. The absolute level of poverty in the region and the Russian Federation as a whole is estimated on the basis of the analysis of the Belgorod Oblast's population with incomes below the average level in comparison with the average values for the RF and the Central Federal Territory for 2010-2016. Based on the results of the study, the paper reveals trends in the development of the basic living standards of the population of the Belgorod Oblast.

**Keywords:** standard of living, per capita GRP, average per capita cash income of the population, real average wage, subsistence minimum, welfare of the population, economic evaluation tools, the concept of long-term social and economic development, Belgorod Oblast.

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**SMALL AND MEDIUM BUSINESS' STAFF TRAINING IN THE CONTEXT OF LEAN THINKING. P. 177-183.**

**Abstract.** Introduction of lean production technology is particularly important in connection with the proclamation of the concept of "Lean region" in Khanty-Mansi Autonomous Territory-Yugra (KMAT-Yugra), which has become the Strategy of socio-economic development of the said Territory until 2020 and for the period until 2030. Small and medium businesses were less able to obtain the expected economic effect from thrift system implementation, one of the reasons of which is insufficient knowledge in this area. The aim of the study was to identify the level of knowledge about the concept of "Lean region", the principles, technologies and tools of lean manufacturing. The object of the study was the managerial activity and qualifications improvement in small and medium businesses of KMAT-Yugra. The study was comprehensive, as reflected in a synergetic, systematic and process approaches. The results of the research allow to note that the majority of heads of small and medium businesses do not see and are not able to implement the technologies of lean production, which is caused, primarily, by lack of knowledge. Because traditional training focuses mainly on knowledge transfer and does not involve students in the learning process, its effectiveness is measured by the number of employees trained and training costs. The authors generated an approach to creation of small and medium businesses' personnel training system. Taking into account the level of preparedness of the listener, the degree of involvement in the process of lean technology implementation the authors suggested modes, methods and forms of training. This training would allow to solve a difficult task of creating a demand for knowledge of the principles and technologies of lean manufacturing, which would be an effective tool in solving everyday problems and business objectives.

**Keywords:** technology, lean manufacturing, pull training, push training.

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**SOCIAL AND LABOR RELATIONS: THEORETICAL FOUNDATIONS AND  
CONTEMPORARY VISION. P. 184-193.**

**Abstract.** The aim of the study is a detailed study of social and labor relations and the factors that shape them. At the present stage of development, social and labor relations occupy one of the central places in the activity of any business entity. For a better understanding of this category, social relations, labor relations and socio-labor relations were examined separately. Our study showed that social and labor relations, as an economic category, originated in the writings of A. Smith and D. Ricardo and it was further developed in sociological research and theories of labor behavior. Modern economic theory considers social and labor relations taking into account the importance of an employee with certain professional knowledge and skills, capable of non-standard thinking and creative solutions to various problems. The analysis of scientific works and publications in the sphere of social and labor relations made it possible to distinguish the similarities and differences in the interpretation of the term by various authors. The article describes in detail the factors that directly influence the formation of social and labor relations. The said factors are considered from the position of external and internal influence. Environmental factors are social policy, globalization of economy, legal environment, and the level of development of social labor and production. The factors of the internal environment - strategy of economic entity, its personnel policy, socio-culture, labor informatization level, as well as the ability of employees in all manifestations. Of particular interest is the study of virtual social and labor relations, as a direct element of labor in the information economy. Various general scientific and economic methods were used to solve the set goal. As a result of the research, it was revealed that social and labor relations have the potential for self-development and are influenced by various factors.

**Keywords:** social and labor relations, social relations, labor relations, social and labor relations formation factors, virtual social and labor relations.

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**IMPROVEMENT OF METHODOLOGICAL APPROACHES OF REGION'S POPULATION  
HUMAN DEVELOPMENT LEVEL ASSESSMENT. P. 194-207.**

The study was conducted with financial support of RFFI in the framework  
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**Abstract.** The aim of the study is to develop the refined and adapted to the regional level integrated methodology to quantify the level of human development, directly focused on ensuring the re-industrialization of the regional economy. To solve the task the authors have analyzed the existing approaches to the assessment of human development level, identified the main advantages and disadvantages of these techniques. On the basis of the analysis the authors suggested an approach to the assessment of human development level of the region's population. To develop the methodology there has

been applied a process-oriented approach, according to which, all the processes involved and ensuring the achievement of the objectives can be divided into two types: basic processes which are directly creating value, and support ones that provide and support the achievement of goals. Given this approach to assess the level of human development, the authors suggest the selection of two key indicators: the main indicator, based on the direct assessment of human development level of the region, referred to as "Level of human potential social activity " and providing index for evaluating the level of development of the conditions constituting and creating the basis for the successful development and growth of human potential of the region, referred to as "Level of sustainable development of the region." The article suggests the author's approach to the structuring of the indicators for assessment indicators, identifies a set of statistical indicators that quantitatively characterize the level of each of the presented indicators: level of social engagement of human potential and the level of sustainable development of the region. In the proposed method of assessing the level of human development a special emphasis is on the potential of children and young people as a strategic resource, necessary for the re-industrialization of the Russian economy. In conclusion, the authors proved the practical significance of the developed technique.

**Key words:** re industrialization of the economy, assessment of human development level, process-oriented approach, social activity index, human potential, index of sustainable development of a region.

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**DEVELOPMENT OF YOUTH ENTREPRENEURSHIP AS A FACTOR OF IMPROVING HUMAN CAPITAL ASSETS IN CONDITIONS OF INNOVATIVE ECONOMY FORMATION\*. P. 208-218.**

\* The article was written in the framework of the development program of the flagship university at the premises of the BGTU named after V.G. Shukhov

**Abstract.** At present the issues of the innovative development with the purpose of ensuring the high level of competitive strength of the country and its sustainable economic growth are becoming more and more relevant. A key factor to provide the solution for innovative development problems is improving the human capital assets quality. One of its determining components is improvement of business activity of the population. In conditions of the dependency ratio increase and the decrease of the portion of young people in the general population, which forebodes the pension and demographic disaster, youth business activity deserves special attention. Both domestic and international experience indicate that the development of youth business contributes to the formation of young people's human potential and to solving social and economic problems of the region and the country in general, and allows the efficient integration of innovative mechanisms into the economy. On the basis of analyzing the state of the youth entrepreneurship in the Russian Federation and in the Belgorod Oblast, the main problems in this sphere and the possible ways to solve them have been identified. The article considers the mechanism of influence of youth business activity development on the system of innovative economy formation in the Russian Federation. As part of the study the authors used analytical and statistical

methods, regulatory legal acts, scientific publications of the Russian and foreign scientists within the scope of this subject, data of the Federal State Statistics Service. The findings of the carried-out research can find the practical use in implementing the innovative development strategy of the country and its regions.

**Keywords:** innovative development, human capital assets, youth entrepreneurship, entrepreneurial activities, innovative economy.

## **ECONOMY OF LABOR AND LABOR RELATIONS**

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**CREATING A SINGLE EDUCATIONAL PORTAL OF THE BELGOROD OBLAST. P. 219-231.**

The study was carried out with the financial support of the Russian State Research Foundation. Project "Development of a program for the development of marketing activities of educational institutions of higher education in the Belgorod Oblast based on the use of Internet technologies"

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**Abstract.** The purpose of writing the article was to justify the need to create and operate a single educational portal in the Belgorod Oblast. To achieve the goal during the research, the concept of "portal" was systematized, the advantages of using information and educational portals are shown, the requirements to the information and educational portal are systematized. In the course of the research, general scientific economic methods of research were used. With the use of general scientific methods within the framework of the logical approach, methods of synthesis, induction and deduction were applied consistently. Under the educational portal, the authors understand - a web application focused on the main subjects of the market of educational services and the labor market, which aggregates information and provides it in a convenient, personalized form (a set of marketing and technical measures aimed at adapting the appearance and content of the site to different category of visitors) target audience. The article describes the scheme of information exchange between a single educational portal and the main subjects of the market of educational services and the labor market, identifies the advantages and disadvantages of the portal for each of the proposed schemes, and shows the advantages of attracting the target audience through a single entity

**Keywords:** marketing of educational services, marketing communications, united educational portal.

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## **MARKETING INNOVATIONS IN RETAIL TRADE. P. 232-243.**

**Abstract.** The purpose of the study is to explore marketing innovation in retail. To achieve this goal it was necessary to solve several tasks: to show the dynamics of development of retail trade; justify the significance of changes in the development of retail trade; to select a business process in retail trade, which is directly connected with the sale of goods; to describe the set of operations of the business process "Sale of goods" in stores; to offer the use of marketing innovations aimed at improving the process of sale of goods in the stores. The basis of the study of marketing innovation in retail trade were general scientific methods, principles of comparative and systemic approach to the study of the process of sale of goods and socio-economic phenomena. The article presents the dynamics of retail trade turnover, observes the benefits of using marketing innovations in the context of each operation in the business process "Sale of goods". The characteristic of marketing innovations: when meeting buyers – information kiosks, multimedia terminals; in the course of supply of goods – the algorithm of recognition of photographs, the system LED positioning, lighting equipment; in the selection of goods – "smart" carts, "smart" scales, "emotional equipment", the price tags-displays, unique markings, "intelligent dressing"; in the calculation and release of the goods – self-checkout, contactless payment were provided. The use of marketing innovation in retail will help to attract customers and increase sales and profits.

**Keywords:** marketing, marketing innovations, retail trade, retail trade turnover, stores, business processes.

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## **SMM AS AN EFFICIENT MEANS OF CONSUMER LOYALTY DEVELOPMENT. P. 244-253.**

**Abstract.** The purpose of the study is to analyze the main tools of SMM in social networks and to identify their influence on the formation of consumer loyalty. During the research, general scientific and special economic methods of research were used. With the use of general scientific methods within the framework of logical method of synthesis, induction and deduction were applied consistently. Intensive development and the power of social media as a concentrated consumer community have made them an attractive target object and the environment of the communications implementation. And if 5 years ago only a few dozen large companies worldwide used social media to communicate with the consumers, then by 2010, the demand for this format of brand management has increased significantly. Marketing communications in social networks are now widespread, and they were followed by the abbreviation SMM (Social Media Marketing). The article discusses the main tools of SMM in social networks: targeted advertising, brand communities, advertising applications, private messages and chats. Details of such ways of promotion in social networks as brand communities, which are official brand groups or official brand pages or informal communities are described in detail. The authors highlight the features of promotion in social networks "VKontakte" and "Facebook", their advantages and disadvantages. Based on the results of the study, an analysis of the main tools of SMM in social sectors was conducted and their influence on the formation of consumer loyalty was revealed.

**Keywords:** social networks, "VKontakte", «Facebook», on-line communications, SMM (Social Media Marketing), targeted advertising, hyper-targeting, branded community.

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**ANALYTICAL SIGHT OF MARKETING ON THE IMPORTANCE OF INTANGIBLE ASSETS FOR INNOVATIVE DEVELOPMENT OF ECONOMIC SUBJECTS. P. 254-265.**

**Abstract.** The purpose of this research is to study the increasing importance of intangible marketing assets for innovative development of regions and enterprises based on comparative assessments of the value of their property complex according to its basic components. The research methodology was based on the dialectical, deterministic and marketing approaches for determining the potential of the region and of the economic entity. We used the methods of innovative management, marketing analysis, the index, the comparative evaluation of dynamics of economic indicators; we disclosed the influence of intangible marketing assets (brands, reputation, image, exclusive rights to trademark, licenses, rights of patent holder to invention) on the formation and realization of innovative potential of business entity. The authors substantiated the dependence of the value of companies and their competitive positions on the availability of intangible assets; presented the results of the comparative evaluation of innovative development of the Kaliningrad, Saratov and Murmansk Oblasts, formed the "top 5" regional companies – innovative leaders and analyzed the dynamics of the value of their property complex (fixed and circulating capital, intangible assets) in comparison with the leading innovation companies of the United States of America; and substantiated the necessity of innovative modernization of the corporate sector of the regional economy to ensure sustainable development in the global competitive market.

**Keywords:** marketing evaluation, intangible assets, company's value, innovative development, innovative potential, regional economy.

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**MARKETING OF TERRITORY AS A FACTOR OF COMPETITIVENESS GROWTH OF ADMINISTRATIVE AND TERRITORIAL ENTITY. P. 266-277.**

**Abstract.** The aim of this paper was to study the objectives of the territory's marketing, as well as its impact on the competitiveness of the territorial and administrative entity. The paper also discusses the prerequisites and conditions for the development of the notion of territory's competitiveness of in relation to current conditions. The task was to identify the role of evaluation of the competitive environment when using territory's marketing. To achieve the set purpose were used special techniques, including dialectical, systemic and integrated approaches to the study of economic phenomena and processes, general scientific methods (observation, analysis, synthesis), thus ensuring the validity and reliability of findings. In the framework of the conducted study were examined theoretical aspects of competitiveness. The examples of territory's marketing tools practical implementation in foreign and

domestic practice were examined. The paper critically examines the content of the category of the competitiveness of the territory and formulates the author's definition of the concept and presents approaches to assessing the competitiveness of the territory. The paper evaluates the results of the comparative ratings of the Belgorod Oblast at the federal level, which allowed characterizing the level of competitiveness of the Belgorod Oblast in the Central Federal Oblast. The conditions and factors that determined, according to the authors, the high rating of the Belgorod Oblast in comparison with the neighboring regions.

**Keywords:** marketing, marketing of a territory, competitiveness, territory's competitiveness, rating.

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**BENCHMARKING AS A TOOL TO INCREASE THE COMPETITIVENESS OF THE TERRITORY IN THE FRAMEWORK OF FORMATION AND IMPLEMENTATION STRATEGIES FOR SOCIO-ECONOMIC DEVELOPMENT. P. 278-289.**

**Abstract.** The article is devoted to issues of territorial competition and competitiveness of the territory within the formation and realization of strategy of socio-economic development. The subject is of interest, as the strategy of socio-economic development of the territory is an effective tool of management of the territory in the long term, in conditions of dynamic external environment. The choice of strategy and the process of its implementation are influenced by many factors, capital mobility and other. Along with these factors, the most important factor in determining the future strategic development is territorial competition. The article aims to define the essence, factors and possible areas of strengthening the competitive position of the territory. To achieve the goal we used methods of abstract thinking, monographic sociological approaches; decomposition, comparative and systems analysis, structural-functional approach to the study of conceptual foundations. The analysis of scientific works and publications in the field of strategic management, marketing and management has allowed to define the main target groups representing a subject (object) of competition at the territory level and a corresponding set of factors of competitiveness. At the same time, we note that each of the target group is equally important to the development and strengthening of competitive positions of territory, providing the territory and its inhabitants extra income, promoting the development and improving the quality of life and attractiveness of the area as a whole. It is proved that when determining the competitiveness of the territory and determining areas of their improvement and strengthening a special importance acquires the introduction of the benefits of best practices from other regions carried out the strategy of cooperation and partnership in the framework of the benchmarking system. Important stages in the use of the benchmarking system for the formation of strategy of development of the territory, in particular, strengthening of its competitive positions in accordance with the basic principles of benchmarking are: the stage of leader object selection; the stage of identification and ranking of competitive advantages in the work of the leader; the stage of development of territory development strategy in view of excellence; a stage of implementation and evaluation.

**Keywords:** strategic management, strategy, strategy of social and economic development of the city, strategic analysis, competition, factors of territory competitiveness, benchmarking, benchmarking of territory, benchmarking principles.

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**STUDY OF CONSUMER COOPERATION RETAIL TRADE MARKETING POTENTIAL. P. 290-304.**

**Abstract.** The purpose of this article is to investigate marketing potential of consumer cooperation organizations. The goal was achieved on the basis of general scientific methods of research - induction and deduction, analysis and synthesis, method of observation, economic and statistical method, method of constructing dynamic series, comparative analysis, index, graphic, structural analysis, and methods of marketing analysis. During the research systemic, complex approaches were applied. Information basis was provided by the research data of domestic and foreign researchers. The article presents the grouping of definitions of the term "marketing potential of the organization", showing its main features; identifies the goals and objectives of the marketing potential of consumer cooperation organizations. The main characteristics of the marketing potential of the allocated resources of the organization are created by the reserves and the ability of staff to use them to achieve marketing goals. The study provides the characteristic of the target segment of consumer cooperation organizations of the Belgorod Region – shareholders and the population served by cooperatives; analyzes indicators of retail trade in the system of the Belgorod Regional Consumer Union. The author conducts an analysis of retail trade enterprises, inventory of organizations of consumer cooperatives, their human resources, shows the direction of their personnel policy. The article provides the characteristics of results of activity of consumer cooperation organizations in the Belgorod region, characterizing their ability to achieve strategic and marketing objectives of the organization; shows the reserves through cost saving productivity growth; and the necessity of the development of the marketing strategy of consumer cooperation organizations on the basis of their marketing potential.

**Keywords:** marketing potential, retail trade, consumer cooperation organizations.

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**MARKETING COMMUNICATIONS STRATEGY AND ITS MAJOR COMPONENTS. P. 305-316.**

**Abstract.** The aim of the study is to consider the essence and main components of the strategy of marketing communications. Methodological base of research made were general scientific methods: synthesis, observation, comparison, grouping, classification and others. In the era of information society companies maintain communications with their intermediaries, consumers and various contact audiences, and the intermediaries of the enterprise, in turn, maintain communication with their consumers and various contact audiences. For specific situations it often happens that consumers use verbal communication, maintaining communication feedback. Proceeding from this claim we can focus on the concept of "marketing communications strategy" that is based on the corporate strategy and carries the basis of the business goals of the company. Content strategy marketing communications formed the basis of the totality of effective methods and instruments of influence on the target audience, components of their program application. This fact allows for the purposeful influence on many levels of the external environment, through effective communication channels and the formation of adapted information for each level. To fully understand the essence of strategy of marketing communications the article provides the elements of the strategy, presents the main objectives and stages of marketing strategy formation, as well as the key components of marketing communications strategy.

**Keywords:** strategy, marketing strategy, marketing communications, marketing communications strategy components.

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**FINANCIAL OPPORTUNITIES OF THE SELF-DEVELOPMENT OF MILLION-PLUS CITIES AS CENTERS OF RUSSIAN PERSPECTIVE AGGLOMERATIONS. P. 317-329.**

The study was conducted in the framework of the state order ISEI UNC RAS on the topic  
“Technology and tools of human capital transformation influence modeling on the space and economic development of territorial systems”

(№ of state registration AAAA-A17-117021310210-1)

**Abstract.** The purpose of the article is to analyze financial indicators of the development of cities with a million, population of the Russian Federation (as centers of potential agglomerations) and compare them with indicators characterizing the consequences of agglomeration processes. The study is based on the methodology of systemic approach, general scientific methods of cognition (analysis, synthesis, and comparison), statistical methods and methods of financial and economic analysis. The study is conducted in three aspects: 1) comparison of the growth rates of real incomes of local budgets of cities with population over one million, with population growth in them as a result of agglomeration processes; 2) analysis of changes in the financial self-development indicators of municipalities for the year after the reform of local government and now; 3) financial prospects for the fulfillment of the powers of cities with a million population as centers of Russia's agglomerations. As a result of the research, the authors found a discrepancy between the dynamics of the financial self-development indicators of the cities with a population of one million people, the growth rates of the population in them; a decrease in the financial independence and budgetary security of the urban districts with a million population; differentiation of regional policy on the establishment of additional tax deductions. Thus, as a result of the policy of redistribution of tax revenues, traditionally financially prosperous cities with a million population become dependent on gratuitous receipts and experience difficulties in qualitative execution of expenditure powers.

**Keywords:** financial independence, finance of municipalities, million-plus cities, agglomerations, tax revenues of municipalities, budget system.

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## **STUDY OF NORMATIVE REGULATION OF AUDITING ACTIVITIES AND ITS IMPACT ON MODERN TRENDS IN RUSSIAN AUDIT. P. 330-337.**

**Abstract.** Legal regulation of audit activity in our country is undergoing constant change, which has a significant impact on the development of this sector of the economy and the spread of the auditing profession. The purpose of this article is a study of current trends in normative regulation of auditing activities, defining the main approaches to its organization and conduct, because without knowledge of previous standards and approaches to the organization of auditing in our country, it is impossible to define prospects of its development in the future. Legal regulation of audit in Russia has a short time period, namely since 1993 to the present day. However, in such a short period of time, from the position of foreign audit, developing over the centuries, Russian audit repeatedly radically changed approaches to its organization and carrying out, due to the rapid changes of the legislative and normative acts of the Russian Federation, which do not always meet the interests of the wider auditing community. This article raises issues of the study of quantitative dynamics of audit firms and auditors from 2010 to 2016 in light of the adoption of the amendments to the Federal law "On auditing" dated 30.12.2008 No. 307-FZ, as well as perspectives of development of auditing in the light of upcoming bills that could lead to a further reduction of the audit market and, as a consequence, the reduction in the number of audit organizations and auditors, and in the future the deterioration of the accounting and internal control in small businesses excluded from subjects of the compulsory audit. The study of theoretical positions was carried out by applying such methods as collection, compilation, systematization, method of expert evaluations, etc. The study systematized normative regulators of auditing activities in the Russian Federation, defined the consequences of adoption and cancellation, the dynamics of the number of audit organizations and auditors over the past seven years, reflected the current situation in the field of auditing to date, and prospects for its development in the near future, which allowed to conclude about the possibility of further reducing the audit market in the country, reducing the number of audit organizations and auditors, and, ultimately, reduce the number of SRO of auditors from two to one.

**Keywords:** audit, audit activity, audit organizations, auditors, regulatory auditing, self-regulating organization of auditors, international standards on auditing, Federal auditing standards.

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## **DETERMINING FINANCIAL CAPITAL STRUCTURE THAT MAXIMIZES ENTERPRISE VALUE. P. 338-345.**

**Abstract.** The ratio between own and borrowed sources of financing is one of the key analytical indicators in the financial management describing the risk of investing financial resources in this venture. Borrowing sources not only increases the financial risks of the enterprise, but is also accompanied by an increase in the expected return on equity. Maximization of enterprise value as the basic objective of corporate financial management can be achieved in various ways, including management of financial capital structure. However, this issue should be examined from the viewpoint of correlation of risk and

return in relation to shareholders. In this regard, the main purpose of this article is to study the problem of determining a financial capital structure of the enterprise in which it is possible to achieve the maximization of enterprise value with an acceptable level of financial risk. Herewith, we consider such a way of managing the capital structure as recapitalization. When included in the calculation of the optimal capital structure of enterprise value growth and other factors expert evaluation may be used. The article describes the main factors considered in this expert evaluation. In the process of the study were used general scientific methods such as consistency, complexity, analysis and synthesis, abstraction, logical methods. In the result of the study it has been concluded that in the calculation of financial capital structure, it is possible to use stock price as a function of capital structure upon implementation of the recapitalization of the company. The choice of capital structure has on the stock price much less impact than changes in sales volumes, prices, fixed and variable costs, that is, the financial aspects can stimulate or hamper the production activities, but they can't fill in the gap of production and sales.

**Keywords:** capital, financial structure, enterprise value.

## **COOPERATION AND ENTREPRENEURSHIP**

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### **DEVELOPMENT POTENTIAL OF AGRICULTURAL CREDIT CONSUMER COOPERATIVES. P. 346-360.**

**Abstract.** The aim of the study was the analysis of agricultural credit consumer cooperative societies' emergence system, which is formed at present in the majority of subjects of the Russian Federation. The study is based on a systematic approach to the study of the emergence of agricultural credit consumer cooperatives abroad and in Russia, peculiarities of activities of agricultural credit consumer cooperatives, the organizational structure of the system. The use of methods of economic and statistical research: graphics, methods, sample surveys, time series helped to identify trends in the development of agricultural credit consumer cooperatives in some regions of the country, and the membership structure of cooperatives. The directions of analytical evaluation were: the number of agricultural credit consumer cooperatives, the main indicators of development of cooperatives, statistics of the number of members of agricultural credit consumer cooperatives. Historical method is the basis of research of formation features of agricultural credit consumer cooperatives system in foreign countries and Russia. The article also used monographic, abstract-logical, statistical, graphical, sociological and other research methods. The article presents a modern classification of agricultural consumer cooperatives; studied regulations and government programs that determine the formation and development of the system of agricultural cooperation in our country. The article substantiates the reasons causing the necessity of cooperation of agricultural producers of small farms. On the basis of statistical data on the members of agricultural credit consumer cooperatives we identified the largest share of

personal subsidiary farms as members of cooperatives, and substantiated the importance of these forms of small agribusiness for the development of agricultural credit consumer cooperatives.

**Keywords:** agricultural cooperation, rural areas, the system of consumer cooperatives, agricultural credit consumer cooperatives, peasant (farmer) farms, private farms, cooperation.