

## ECONOMICS AND MANAGEMENT IN BRANCHES AND SPHERES OF ACTIVITY

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**Conceptual approaches to study of labor conduct motivation problems in the management system of municipal formation cultural and leisure sphere. P. 9-21.**

**Abstract.** The relevance of the research topic is due to the fact that motivational management acts as a target-forming, meaning-defining and guiding tool for the organization of labor activity in organizations and institutions of the cultural sphere of municipal formation. At the same time, it should be noted that there are serious problems of motivation of labor behavior in the cultural and leisure sphere of municipal formation in modern conditions. The aim of the study was to identify the problems of motivation of labor behavior in the cultural and leisure sector of the municipality on the basis of the development of individual theoretical provisions of service management. In the process of research the methodology of the system analysis, and also a complex of general scientific, economic and statistical, analytical methods to research of the theory and practice of motivation of labor behavior in the cultural and leisure sphere are used. The article deals with the essence of labor behavior and defines its features, the most important from the point of view of manageability. The article presents the authors' vision of the peculiarities of labor behavior of cultural workers and describes the problems of motivation in the management of cultural and leisure sphere. The study was conducted on the materials of the Belgorod region. The comparative analysis of the number and average salary of employees of cultural and recreational facilities at the federal, regional and municipal levels allowed to identify problems and assess the degree of differentiation of motivation of personnel of cultural and recreational areas of the municipality. On the basis of the conducted research the recommendations promoting concrete and practical realization of them on the basis of use of the system approach to research of labor behavior for improvement of management of cultural institutions at the level of municipality are developed.

**Keywords:** motivation, labor behavior, personnel, cultural and leisure sphere, management, municipal formation, system approach.

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**Modern tools for evaluating the efficiency of organization's current assets management. P. 22-35.**

**Abstract.** The aim of the study is to build a structural and logical sequence of analysis of the effectiveness of the formation and use of current assets, the systematization and addition of indicators of the current assets management effectiveness. The article examines the directions of the company's circulating assets management effectiveness analysis. The structural and logical sequence of the analysis of efficiency of formation and use of current assets of the organization

is suggested. The recommended structural and logical sequence is represented by successive stages: vertical (structural) analysis; horizontal (trend) analysis; comparative analysis; coefficient analysis; factor analysis; decomposition analysis; integral analysis; the formation of general conclusions and the preparation of an analytical report on a comprehensive assessment of the management of current assets. Specific features and tasks of each stage of the analysis, external and internal factors affecting the effectiveness of management of current assets are determined. Traditional use in the process of analysis and evaluation of current assets of isolated coefficients that characterize separate phases of the circulation in the past, and the identification of trends in their change, does not allow for a comprehensive assessment of management effectiveness. In this regard, to form an effective financial and economic toolkit for managing current assets, the indicators that are expedient for using in the process of complex analysis are systematized and supplemented. These indicators are grouped into three main groups: the first shows the state of current assets (by total volume, structure, areas of financing and advances) for a certain date; the second group of indicators is relative and allows to assess the state of current assets through the prism of the relationship between their average values and the main performance indicators of the organization; the third group is the indicators of the effectiveness of management of certain groups of current assets (inventories, accounts receivable, cash, etc.).

**Keywords:** current assets, analysis technique, management efficiency indicators.

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**Structuring factors in the development of tourism and its characteristics as an object of regional planning. P. 36-47.**

**Abstract.** The aim of the research is to study the factors of tourism development and its characteristics as an object of regional planning, ways of structuring them and the development of measures for the transition to economic methods of management of the regional tourist market. General scientific and special methods of research were used to solve the stated goal. The article deals with the monitoring system of regional planning of tourism development. It is determined that with the analysis of the regional tourism market it is necessary to distinguish its strong and weak sides – the macro level, as well as identical performance for individual organizations engaged in the provision of services to the population – the micro-level. The authors developed a model of adaptation of organizations engaged in tourism at the regional level; identified factors that have a positive and negative impact on the development of tourism in the region and factors that determine the economic sustainability in the region. In article authors consider the principles of development of tourism as object of regional planning, the system of estimated indicators is offered, result of each of which is an expert assessment. The authors argue that strategic management of tourism at the regional level involves two main processes-the process of strategy development and the process of its implementation. Competitiveness and economic stability of the tourism market implies the effective use of the potential of the territory, motivation of market participants and contributes to the improvement of the population's quality of life, the growth of reproduction and sale of services. The correct use of the tools of tourism development structurizing factors and its features considered in the article as an object of regional planning will lead to the improvement of the dynamics of tourist flows to the region.

**Keywords:** tourism, region, service market, tourist market, monitoring, regional infrastructure.

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**To the question of managers' professional competence evaluation and their impact on improving organization's competitiveness. P. 48-55.**

**Abstract.** Recent research in management shows the growing dynamism of the management of the organization. Modern management tendencies are aimed at a "new management paradigm" that provides a variety of alternative solutions and management paths, flexibility and uniqueness in a given situation. The purpose of this article is to study methods for assessing the professional competencies of managers of an organization that are based on the formation of competitive advantages that can respond to modern challenges of the external environment. To solve the stated goal, we used general scientific methods of research, which served as the basis for the formation of the author's logical model that determines the sequence of actions that will lead to an understanding of the horizon of vision of the prospects for the development of professional competencies. The main theoretical and cognitive categories of the competence approach are examined in the article, the analysis of the essence of which showed what new qualities they acquire in the conditions of a changing environment and the formation of the strategic competitive advantages of the organization. Special attention is paid to the key factors in the formation of professional competencies, since it is in them that the essence of the organization management technologies chosen by the manager is revealed. As a result of the research, it was revealed that this problem requires not only a single approach for its solution.

**Keywords:** competence, professional competence, competence approach, competitive advantage.

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**Import replacement in the sphere of IT industry: problems and prospects. P. 56-64.**

**Abstract.** Due to the very pronounced dependence of many Russian enterprises on imported IT products and technologies, the cessation of such support jeopardizes the efficiency and manageability of enterprises in many sectors of the Russian economy. The purpose of the article is to consider the impact of import substitution in the field of information technology on enterprise management processes. In the course of the research the following methods were applied: systematic and materialistic scientific approaches, works of domestic and foreign scientists in the field under study, legal documents of the Russian Federation, scientific instruments including comparative, statistical and logical analysis methods and sociological research were also used. As a result of the study, it was concluded that import substitution in the IT industry is an inevitable and progressive process, ultimately contributing to the development of enterprises in modern conditions. The widespread introduction of domestic IT solutions will undoubtedly contribute to the improvement of the business processes of the enterprise, which in turn will ensure sustainable progressive development, stable profit and significantly increase its competitive advantages. However, this is possible only in the case of state financial support for commercial scientific and technical companies, since the development of a new IT product involves significant investments and long terms of scientific and technological work.

**Keywords:** business processes, import substitution, information technology, information systems, innovations, sanctions, enterprise management, efficient management.

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**School educational tourism development prospects in the Belgorod region on the basis of the program-target approach. P. 65-74.**

**Abstract.** The article presents the main provisions of the program-targeted approach to the development of school educational tourism in the region, one of the forms of implementation of which can be the excursion and educational project "Live Lessons of the Belgorod Region" aimed at "the introduction of tourist and excursion activities into educational programs of general and professional education". The article presents the types of educational tourism, the essence of school educational tourism is examined, the problems of development of school educational tourism in the Russian Federation are revealed. The Project "Live lessons of the Belgorod region" suggested by the authors is a completely new approach to the ways of presenting information in the educational process, which allows to solve the problems of general and patriotic education, and the development of interregional tourist flows, both during the holidays and throughout the school year. The authors' program-target approach to the development of school educational tourism in the region is of great importance. The implementation of the project on the basis of the proposed approach will contribute to the creation of the necessary conditions for the education and upbringing of children in the best national traditions through educational tours, activation of small and medium-sized businesses in the field of tourism, social and economic development of the region.

**Keywords:** tourism, educational tourism, school tourism, tourist resources, program-targeted approach, project, social and economic development of the region.

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**Price as economic instrument of qualitative grain production stimulation. P. 75-85.**

**Abstract.** The article is devoted to a question of stimulation of food grain quality improvement. This subject is characterized by relevance as already since the end of the last century the quality of the produced grain in Russia has been steadily falling. Within the practical research of the designated problem the author has developed the concept of the set parameters of a grain yield of cultures realized by the technological agro-innovations demanding increase in production expenses. However, such innovative approach promotes rational use of excess natural resources of production and acceleration of growth rates of productivity with achievement of genetically caused quality of grain. In this context, the need of agricultural producers' economic mechanism stimulation improvement on increasing production of qualitative grain is proved. The criterion of cost assessment of quality of grain which the grain protein characterizing its food value is for this purpose defined. The gradation of protein and the link between the consumer properties of grain with extent of compensation of its production costs is established. Wheat seed pricing technique with diversification of the prices on levels of gradation of protein taking into account costs for production, which progressively increases from 5,200 to 14,800 Roubles for ton is as a result improved. They act as an effective instrument of agricultural producers' stimulation on development of technological agro-innovations providing profitability of grain

production. Along with it, the high share of food standard grain in gross volume will promote expansion of the export potential and strengthening of country's economy.

**Keywords:** pricing, base price, grain quality, gluten, protein, wheat, technological aggro-innovations.

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**Classification of Belarus rural trade problems. P. 86-97.**

**Abstract.** The article classifies the problems of rural commerce in Belarus according to the features presented in the scientific literature and developed by the author of the article. The problems of rural trade are defined on the basis of analysis of the reasons for its reduction, obtained through a comprehensive analysis of the factors of the marketing environment of trade in rural settlements, as well as expert opinion of the country's leaders and business representatives in the mass media and the Belkoopsoyuz report documents. The materials of the study were statistical data of the National Statistical Committee of the Republic of Belarus, the main indicators of economic and financial activity of the consumers' co-operation of the Republic of Belarus for 2000-2017, regulatory and legal documents regulating trade activity in Belarus. As methods of research, general scientific methods of cognition are used: content analysis – for a theoretical study of the essence of the marketing environment and the factors that form it; statistical, tabular method, SWOT-analysis – in the study of the marketing environment of trade organizations of consumer cooperation in Belarus. Author's classifications of rural trade problems are developed according to the following features: elements of the marketing environment; objectivity of the influence of factors of the marketing environment on the occurrence of problems; level of problem solving; nature of problem solving. The problems of Belkoopsoyuz rural trade and general problems of the trade sector in rural areas of Belarus are highlighted. The practical significance of a comprehensive analysis of the marketing environment for determining and classifying the problems of rural commerce is proved. The results of the research serve as the adoption of strategic decisions in the field of managing the development of rural areas in Belarus, the development of a strategy for the retail industry of consumer cooperation in rural areas, are a step towards solving the problem of methodological support for the formation of the strategies of organizations.

**Keywords:** problems, classification, rural trade, consumer cooperation, marketing environment.

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**Knowledge management in flour and cereal industry enterprises. P. 98-108.**

**Abstract.** In today's dynamic and volatile environment, the ability to generate knowledge, to innovate and realize work potential is directly key to the survival and successful development of any host structure. In the current situation, it was studied knowledge management in the organization, objectively established in the professional structure of the staff in the course of the functioning of the organization and its development. To determine the identified problems arising in the process of vocational training, self-training and staff development, a study was conducted in the form of a survey, an interview-funding and questionnaires, aimed at identifying the level of knowledge management in the IP of the studied

organizations. The study found such defects in knowledge management in enterprises, as a violation of the main principles of learning – principles of belonging and shared vision, interest in learning determined by material interest at the time how intrinsic motivation plays a big role. As a result of the research, we came to the conclusion that the analyzed enterprises of flour and cereal industry require the introduction of the process of knowledge management, which in the presence of personnel's desire to develop will lead to an increase in intellectual capital, the realization of labor potential and the perfection of the organization as a whole.

**Keywords:** knowledge management, intellectual assets, self-learning, labor potential.

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**Development of medium-term plans and road maps for development of tourism in the Belgorod region on the basis of Foresight. P. 109-118.**

**Abstract.** In the conditions of constant changes in the external business environment, increasing risks in the tourist market, there is a need for innovative technologies to manage the diversity of market situations. Foresight is one of the basic modern research technologies. The article substantiates the importance and necessity of using foresight technologies in the process of regional planning of tourism development. The aim of the study is to generalize the theoretical and methodological provisions and the development of medium-term plans for the development of tourism in the Belgorod region on the basis of foresight technology. The following general scientific methods were used to study the issues related to the study of the principles of medium-term planning of tourism development: dialectics, analysis, synthesis, systematization, complexity. The author highlights the key trends in tourism development in the Belgorod region for the period 2018-2033, developed a "road map" of tourism development in the Belgorod region. The study found that foresight is the most effective technology for planning the development of tourism in the region, allowing a glimpse into the distant future of science, technology, economy and society on the basis of a large-scale survey of experts to improve competitiveness and identify areas of strategic research and technology that contribute to achieving maximum economic and social benefits.

**Key words:** medium-term plan, road map, tourism development, region, foresight.

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**Problems and directions of improving customs control performance in relation to goods containing intellectual property objects. P. 119-131.**

**Abstract.** The purpose of the research is to study, identify problems of conducting customs control (CC) and develop measures aimed at increasing the effectiveness of its implementation in relation to goods containing intellectual property (IPO). This goal is achieved on the basis of the analysis of the organization and implementation of CC goods, which were the basis for justifying the feasibility of developing a set of measures to improve the quality of its implementation in relation to goods containing IPO. In the process of research, general scientific and special economic methods of research were used. Using general scientific methods within the framework of the logical approach, methods of analysis and synthesis, induction and deduction were applied consistently. The conducted study made it possible to establish that the active integration of the states of the Eurasian Economic Union (EAEC) into the international economic space obliges to improve the order and organization of the CC of goods containing IPO and requires effective interaction of the customs authorities of the EEA member states in the single approach to customs control in IPO. In addition, a number of measures have been

proposed to improve the organization and implementation of CC goods containing IPO, including the development and adoption of a regulatory document regulating the actions of customs authorities of the EEA member states in the conduct of customs control, the unification of registration of IPOs in national patent offices of the EAEC countries and the development and implementation of a complex of software tools that allow the maintenance of Customs registers of IPO in electronic form.

**Keywords:** objects of intellectual property, customs control, customs authorities, customs register of intellectual property objects, procedure "ex-officio".

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**Role of industrial production in Vietnam's economy development. P. 132-140.**

**Abstract.** The aim of the study is to determine the correspondence of Vietnam's development to the model of catching-up development and forecast the development of the country in the next several decades. The study compares the actual development of the Vietnam's economy with the effective model of catching-up development. To archive the aim of the article, a list of criteria, by which the development of the Vietnam's economy is evaluated, is formed. As a result of the study, it was revealed that the development of Vietnam does not correspond to an effective model of economic development of the catching-up type. First of all, due to the fact that the key areas of export are focused on developed, stable markets, the competition in which is extremely difficult. In addition, most of Vietnam's major companies do not operate in high-tech export-oriented areas, and the level of investment in the country is low. Only 12% of registered intellectual property objects are related to production innovations. New marketing innovations for international markets promotion are not being created either. In order for Vietnam to significantly reduce its economic lagging behind and stop being latecomer, it is necessary to select and concentrate on several key sectors of production for rapid-growing markets. For example, software markets for computers and mobile phones. These industries should be export-oriented. Vietnamese companies should grab a place in international markets in key export industries. In the case that it is impossible to achieve due to the competition for the price, it is necessary to use political relations with other countries. After achieving the export goals, it is necessary to invest in innovation. Only such set of measures will allow Vietnam to reduce the gap with the developed countries significantly and bring the economy to a new level. While the current development of the country will provide it only a stable economic growth within certain limits.

**Keywords:** Vietnam, latecomers, economic development, production, investments.

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

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**Conceptual directions of organization's employees motivational policy in crisis situations. P. 141-152.**

**Abstract.** Problems of economic entities in the current economic situation, characterized by instability and a high level of competition, can be solved on the basis of various mechanisms, including those dominated by management decisions related to the organization of staff activities. The totality of these solutions cannot be effective with low motivation of staff to work. In this regard, there is an objective need to develop new scientific approaches to the formation of personnel motivation system. The aim of this study is to substantiate the conceptual directions of the formation of employees' motivation system on the basis of generalization of existing methods in the economic literature and empirical experience adequately to the needs of organizations in overcoming crisis situations. The research substantiates the conceptual model which formation was carried out according to the specified principles of stimulation of workers in the conditions of overcoming of crisis situations and factors of competitiveness of labor activity that allowed to define, taking into account allocation of individual, subjective and personal aspects, monetary and intangible ways of workers' motivation management. In article, proceeding from grouping of values of workers characterizing perception of work as means and as the purposes, attributive components of satisfaction with work (level and system of a salary, sanitary and hygienic conditions of work, quality and level of the organization of work, importance and content of work, the relations in work collective as opportunity of satisfaction of social requirements, prestige of work as a factor of increase of the personal status) are defined. The authors recommend an adapted method of analysis of motivation to work, covering social and labor activity, social action and performing activities, and allowing to quantify the level of influence of individual components on the dynamics of the integral coefficient of motivation to work.

**Key words:** labor remuneration, workers' labor motivation, crisis situations, motivational policy, satisfaction with work, incentive motives for work.

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**HR business partners' competencies realization in the format of proactive cooperation in the implementation of strategic projects in the management system of enterprises. P. 153-165.**

**Abstract.** Modern human resources management practices have a significant impact on business performance. In the conditions of innovative opportunities in the new economic reality, businesses need strategic partners who are professionally versed in the economy of the enterprise and are able to effectively manage human resources, human capital of the organization, which undoubtedly increases the role and status of HR business partners. The above allows us to state that HR business partner in human resources management is a reality that needs to be deeply understood in order to make professional and competent decisions in a timely manner. Discussion of HR business partnership, HR as a strategic partner in the circle of specialists in human resources management, consultants, as well as top management of large companies is now significant and undoubtedly relevant. The aim of the work is to analyze the competence component of HR business partners in the implementation of strategic projects in the enterprise management system, to assess the reality and prospects of HR business partnership. The presented results are based on the generalization of existing theoretical studies on the problem of implementing the competencies of HR business partners in the implementation of strategic

projects in the enterprise management system using statistics of recent years, with the use of diagnostic tools. The formation and development of HR business partnership is considered, the essential content of business partnership and HR business partner from different positions is analyzed, the main advantage of HR business partnership is revealed, the functionality of HR business partner is described. Examples of practical orientation of HR business partnership are demonstrated. The format of productive cooperation in the implementation of strategic projects in the enterprise management system is determined by analyzing the theoretical material and considering practical examples. The result of the study was the identification of the most relevant and important for today's large enterprises operating in the spatial economy, areas of HR business partnership as an important element of doing business. The applied aspect of the problem under study can be implemented in the management of modern large enterprises.

**Keywords:** business partnership, HR business partnership, HR business partner, proactivity.

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**Analysis of professional activity motivation factors based on competencial approach. P. 166-178.**

**Abstract.** The modern concept of the service in the law enforcement bodies involves the replacement of posts on the basis of selection, recruitment, placement of personnel in accordance with the principles of objectivity, competitiveness and anti-corruption. The lack of modern studies of the profессиographic description of the main activities in the system of the Ministry of Internal Affairs of Russia and dictated by practice requests to improve the system of moral and psychological support for the operational and official activities of the law enforcement bodies determined the need for a rethinking of the methodological approach underlying the management of law enforcement personnel. This study is devoted to the professional description of the activities of district police commissioners based on a competence approach. The main purpose of the paper is to analyze the motivational factors of the professional activities of district police commissioners. The following methods were used in the study: the method of expert assessments, the method of "critical incidents" by J. Flanagan, the analysis of normative documents. On the basis of qualitative and quantitative analysis of the results obtained in the course of the study, a model of professional competence of the district police commissioner was developed, and the specificity of professional motivation as a core component in the hierarchy of the employee's professional competences was revealed. The article considers the possibilities of using the competence approach in the personnel policy of the Ministry of Internal Affairs of Russia, which in practice makes it possible to identify concrete ways to improve the incentive system and motivate the professional activity of employees. The results and conclusions obtained in the course of the research make it possible to expand the possibilities for professional psychological selection, attestation and placement of personnel in the departments of internal affairs bodies on the basis of assessing the professional competence of specialists.

**Key words:** professional motivation, professional competences, profile of competences, professional description of the activities of district police commissioners.

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**Organization's personnel security and its assurance mechanism. P. 179-189.**

**Abstract.** Of particular importance in the present time, are the issues of economic security of economic systems at all levels. This is due to the processes ongoing in the external and internal socio-economic policy of the state that directly or indirectly affects the problem of providing some degree of economic security of business entities. A key role in the implementation of economic safety of the organizations is the availability of human resources (personnel) with specific quality characteristics corresponding to the profile of economic activities and the requirements of modern labor market. In this regard, the most important task at the enterprise level is to create an appropriate mechanism for personnel security, able to prevent and neutralize possible threats to the economic security in general. Modern economic science has no specific recommendations on formation of the mechanism of personnel security of an organization that puts at the forefront the urgency of developing a general idea of the mechanism and possibilities of its implementation. This article discusses the theoretical aspects of personnel security of an enterprise and its content, a specific mechanism is suggested for the formation and personnel security of the organization. In the process of implementing the research used the following methods of scientific knowledge as synthesis, analysis, decomposition, detail and synthesis, systematic and comprehensive, etc.

**Keywords:** economic security, personnel security, organization's human resources security.

## **MARKETING, COMMERCE AND LOGISTICS**

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**Creation of competitive advantage: links between business and higher school. P. 190-204.**

**Abstract.** The purpose of the study is to justify the need to create a competitive advantage for higher education organizations in order to ensure sustainable competitive positions in the market of educational services. The study was based on the methodology of system analysis, as well as a set of general scientific and analytical methods. The article considers the importance of creating a competitive advantage, its features are characteristic of both business enterprises and higher education organizations. The relevance of the research topic is due to the fact that in the modern world the higher education system faces new challenges, due to the fact that at present, applicants have a wide range of opportunities for continuing education, connected with the creation of virtual universities offering distance learning; international institutions that issue double diplomas; corporate universities, acting as a new educational paradigm, aimed at training new type of personnel for successful transnational companies. The article, based on the use of M.E. Porter model of competitive strategy, examines the main blocks of the competitive strategy of higher education organizations and gives their characteristics. Particular attention is paid to the need to develop critical thinking among teachers working in the innovation space, and

students in the context of the formation of their professional competencies. Critical thinking skills that are highly appreciated by employers (analytical skills, communicative abilities, creativity, objectivity, decision making) are singled out. The relationship between business and higher education is shown through the formation of students' critical thinking skills by higher education institutions. On the basis of the conducted research recommendations for creation of competitive advantage by the organizations of higher education are developed.

**Keywords:** competitive advantage, higher education organizations, competitive strategies, strategic management, critical thinking, quality management.

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**The necessity of public catering development strategy in the Belgorod region. P. 205-218**

**Abstract.** The purpose of the study is to show the necessity and timeliness of the public catering development strategy of the Belgorod Region, taking into account the current situation in the catering market and the dynamics of the regional food enterprises development. To achieve the goal of the study, the following tasks were accomplished: an analysis of the development of public catering in the Belgorod region was conducted, factors affecting the development of food enterprises were investigated, and strategic directions for the development of the industry were determined. In the process of research the following methods were used: induction and deduction, analysis and synthesis, the method of observations, economic and statistical methods of comparison, groupings, relative and average values, index, and methods of marketing analysis. The system and complex approaches were used. The article presents a brief analysis of the state of the catering market in the Belgorod region, shows the dynamics of the development of catering enterprises as a public and a closed network, the change in the turnover of public catering, the demand of the population, and the share of the public catering market in the Belgorod region in Russia's public catering turnover. The study of performance indicators of food enterprises of the region is conducted, the provision of the population of the region with food enterprises is analysed. The development of various types and formats of food enterprises is shown. Factors influencing the development of public catering are revealed. The methods used by food enterprises to increase attendance are considered, certain directions of development of network restaurants, conceptual catering enterprises, gastronomic tourism, use of progressive forms and methods of service are determined. In the current conditions, in order to more effectively develop public catering, increase the competitiveness of catering enterprises, taking into account the increase in the activity of the population in visiting catering enterprises, a "Strategy for the development of catering in the Belgorod region for 2018–2019 and the period until 2025" has been developed in the region. The study examined the purpose of developing a strategy for public catering in the Belgorod region and the direction of its implementation.

**Keywords:** public catering, public catering companies, public catering development strategy.

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**Use of FOSTIS system in marketing management by trade organization as a factor of improving its competitiveness. P. 219-229.**

**Abstract.** Currently, it becomes relevant to manage the company, subject to the requirements of the market. In the financial and economic activity the modern enterprise has to rely not only on internal opportunities, but also consider external conditions of effective functioning. These and other tasks of effective functioning of the organization is possible to solve by means of marketing management. The FOSSTIS system tools provide effective promotion of the organization's products to the consumer market by bringing information about the goods to customers. Sales promotion activities are aimed at potential buyers who do not yet know the information about the proposed product, its capabilities and merits. Activities to stimulate sales are aimed at already existing and loyal customers who have made a decision to buy, but do not yet have information about promotions or additional services. The aim of this research was to study the impact of various marketing tools on customers of consumer society "Cheremisinovskoe" of the Kursk Oblast in order to improve its competitiveness. To achieve this goal, the essence and concept of the FOSSTIS system is considered, the relevance of the FOSTIS system is substantiated, its structure, selection criteria, customer questioning, the coverage of the population of the Cheremisinovskoye village with advertising materials of the consumer society, and the received indicators are ranked. The paper presents the socio-economic characteristics of the consumer society under study, analyzed possible directions for increasing the competitiveness of the organization using marketing tools for demand formation and sales promotion. The paper used economic and statistical methods, methods of induction and deduction, survey of the population, including a survey of both regular customers of the consumer society "Cheremisinovskoe" and interviewing adherents of other retail stores. According to the results of the study it should be noted that the most effective marketing tools to stimulate demand and sales in the current conditions are the installation of billboards in the village and the visualization of commercials on local television. Less loyalty is shown by the consumers to such instruments of FOSSTIS as reports in the press and running line due to their smaller perception.

**Keywords:** trade, sales promotion, consumer market, advertising, competitiveness, customer loyalty, trade organization.

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**Competitive analysis of search systems on the Russian IT market. P. 230-240.**

**Abstract.** In conditions of total informatization of the society, the use of search systems in the economy, social sphere and interpersonal communication became a daily practice. A competitive IT market has been formed, on which a variety of search engines have been created, differing in geography, service and scale of coverage of the user audience. The purpose of this article is to conduct a competitive analysis of search engines in the Russian segment of the IT market on the basis of M. Porter's "five competitive forces" model for identifying leading search engines and determining market opportunities and threats to their development. The research is based on the methodology of marketing analysis, which allows to determine the positions of homogeneous objects of comparison in the identical market segment. Evaluation of the competitive positions of search engines in the Russian IT market was carried out on the basis of M. Porter's "five competitive forces" model. The research implemented methods of competitive positioning, comparison, construction of petals diagrams for visualization of evaluation results,

analysis of market opportunities and threats. The article actualizes the importance of search systems for society, provides a brief marketing characteristic of search engines on the international IT market. The top 5 search engines in the Russian market segment (Yandex, Google, Mail, Rambler, and Bing) were formed and their competitive analysis was conducted, the results of which are presented in the form of petal diagrams. Market opportunities and threats for the leading search engines are determined based on the specifics of the Russian IT market and the trends of its development.

**Keywords:** competitive analysis, IT market, search systems, M. Porter's model of "five competitive forces".

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**Formation of sustainable competitive advantages based on implementation of the benchmarking project. P. 241-251.**

**Abstract.** The issues of managing the development of sustainable competitive advantages are considered. The urgency of forming such a management system for modern companies that would be focused on maintaining its own competitiveness as a result of constant organizational self-assessment, including due to creative borrowing of the experience of industry leaders who mastered the principles of continuous improvement, is noted. The purpose of the work is the development of scientific and applied recommendations on the development and retention of long-term competitive advantages of companies based on the use of benchmarking as an effective tool for managing competitiveness. In the course of the implementation of this goal, the tasks related to analytical projects were solved, with the implementation of a benchmarking project aimed at studying the possibilities of developing sustainable competitive advantages. The methods of comparative, abstract-logical, factor analysis and synthesis, methods of expert evaluations, sociological and economic-statistical methods are used in the work. The functional model of competitiveness management assessment, adapted to the specifics of small and medium-sized enterprises of the recreational sphere, was used. The experience of applied application of the proposed model in the course of the implementation of the competitive-integration benchmarking project showed its effectiveness, the availability of a certain potential for training managers at the best industry experience. The model, helping to solve the identified problems of the competitiveness management system, helps to increase the business indicators of the enterprise under study.

**Keywords:** sustainable competitive advantages, competitiveness management system, self-diagnosis, management assessment model, methodology, benchmarking project.

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**Criteria and classification of service in the sphere of logistics services. P. 252-263**

**Abstract.** The purpose of this study is to study the essence of the content of logistics services and their classification. An enterprise producing a product or its realizing is a stable economic system if there is management of its revenues and expenses, the release of goods and the provision of services, the sale in accordance with the requirements of the market. However, the market is not limited to the demand for goods. The buyer provides the supplier with the requirements for the maintenance of services that he receives in the process of supply and sale of goods, in turn, the supplier sets himself the goal of satisfying his needs. It should be noted that the logistics service is a whole range of services provided to the buyer of goods. Consumers of material flow are the object of logistics service. The totality of economic entities that are engaged in the provision of services are a sphere of services. The research is based on the use of scientific and cognitive tools, techniques and methods. The article considers the definition of a logistics service, presented by domestic and foreign authors studying this type of service. In addition, the characteristics of types of service are given, which are considered in the logistics of industrial and commercial economic entities; separate criteria for assessing service maintenance and the methodology used to calculate them; reflected the components of quality; two types of thinking are considered - technocratic and humanitarian, which largely affect the understanding of the value of quality, which causes the need for quality as a factor of competitiveness of the economic entity, product, service. At the same time, it is believed that quality should outstrip existing needs and expectations. Based on the conducted research, the authors stated that at present the problem of assessing the quality of service in logistics is not yet sufficiently developed.

**Keywords:** economics of services, logistics service, service criteria, service provision, service market.

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**Using digital tools for improving marketing communication strategy performance. P. 264-272.**

**Abstract.** The article discusses the use of digital tools to increase the effectiveness of marketing communications strategies. In the market of goods and services, a specific goal is achieved by informing the buyer and choosing the means of communication. On this basis, the relevance of this subject is directed to the selection and consistency of new tools for promoting goods/services. Often, the marketing communications strategy is divided and formed based on the objectives of internal and external impact. Based on this fact, the author identifies the goals of the organization, pursued through marketing communications. It is also noted that in management, in general, emphasis is placed on the use of a set of communications facilities for a certain budget, based on the use of their maximum number and frequency of contacts with consumers. The article lists the main types of communications and tools applied to organizations (both traditional and Internet). The article defines digital elements that promote the promotion of goods/services to the broad masses through digital channels and identifies the advantages of these tools. The tools presented in the article are aimed at increasing the effectiveness of the marketing communications strategy. In general, the development of digital instruments is characterized by the transition to online communications or continuous communications through the use of various means of mobile communication.

**Keywords:** communications, marketing communications, marketing communications strategy, digital tools, promotion.

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**Risks in forming financial mechanisms for implementation of regional innovation strategy. P. 273-280.**

**Abstract.** One of the most powerful and important elements of innovative strategy implementation mechanisms are its financial aspects. The role of a financial component can't be overestimated since it is a cornerstone in case of reaching consensus, both between subjects of innovative activities, and in case of distribution of their limited resources, and reaching consensus is followed by the analysis of potential risks of innovative strategy financial mechanisms implementation in the frameworks of innovative system of the region. The purpose of the article is systematization and development of typology of risks in financial mechanisms of regional innovative strategy implementation in case of decision making about their accomplishment by stakeholder groups. The research is based on the use of a dialectic method of economic processes analysis and system approach to studying of category of financial risks. The article considers features and possible results of decision making about forming of financial mechanisms of implementation by the interested target set of the region (authorities, business structures and the public) which allow to allocate three of their levels of formation: high, average and low. The main groups of risks are identified in the development of financial implementation mechanisms for the target population of the region: they are divided by the specifics of institutions and the possibility of diversification.

**Keywords:** innovative strategy, implementation risks, financial mechanisms, region.

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**Foreign direct investments impact assessment methods on the host country foreign trade development: author's approach. P. 281-292.**

**Abstract.** In modern world economy foreign direct investments represent one of the most important factors of foreign trade development of the majority of the countries in the world that in many respects defines their international specialization and export competitiveness. This fact has predetermined the research objective as the offer of a way of complex assessment of foreign direct investments influence on the host country foreign trade, both in quantitative and in qualitative aspects. System approach and approach to the accounting of international trade in terms of value added, and also econometric methods, logic and historical methods which along with other standard methods of economic science formed a methodological basis of the research and allowed to carry out scientific justification of the proposed in the article author's methods of assessment of foreign direct investments influence on the host country foreign trade development, which, unlike the existing approaches considering the contribution of attracted direct investments in dynamics of separate economic indicators of the country, has complex character and assumes: first, assessment of the country capacity in attraction of foreign direct investments capable to develop its foreign trade; secondly, assessment of the attracted direct investments impact on the country's foreign trade.

**Key words:** foreign direct investment, multinational corporation, foreign trade, value added, value added chains, methods.

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**The issue of financial stimulating firstborn fertility in Russia. P. 293-306.**

**Abstract.** The main goal of the research is to evaluate the financial measure for supporting the birth of first-borns in Russia, proposed by the President V.V. Putin at a meeting of the Coordinating

Council for the Implementation of the National Strategy of Measures dedicated for Children, held in November 2017, as a tool to stimulate the birth rate in the country. Using theoretical analysis method and synthesis, economic and mathematical methods for processing statistical data, the upper limit of the population of the target segment of the measure dedicated to support the birth of first-borns has been estimated, and changes in the laws trends of the fertility distribution rate series depending on the time periods and the inhabitation type of women have been determined. The main reasons for these changes were the education system modernization and the changing demand in the labor market. Analysis of fertility rates of first-borns in real generations of women found that at the age of 32, at least one child have 80% of urban women and 88% of the rural women. Due to the fact that the number of women diagnosed with infertility per 105 women of fertile age has doubled since 2005, the main source contributing to the increase in the birth rate of the first child, as well as subsequent children in real generations of women, should be the reform of the health care system and its transition to a new quality level. From the foregoing, it follows that the targeted support of the population at the birth of the first child should be regarded as financial assistance to the population with low incomes, and not as a tool to increase the birth rate in real generations of women.

**Keywords:** demography, childhood decade, fertility distribution, financial stimulating.

## COOPERATION AND ENTREPRENEURSHIP

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**Status and prospects of procurement and production activities integration of consumer cooperation. P. 307-319.**

**Abstract.** The purpose of the article is to analyze the state of procurement and production activities of consumer cooperation and the possibility of their integration to ensure food security. The decline in the volume of cooperative activity is caused not only by the crisis state of the economy, but also by the internal causes of cooperative organizations. The outdated material and technical base, high competition in the market, limited market and falling demand for certain types of products had a negative impact on the state of procurement and production. Further development of procurement activities involves the construction of new and reconstruction of existing procurement points; cooperation with agricultural producers aimed at building mechanisms of procurement from small producers, shareholders. To increase the competitiveness of the cooperative industry requires technical and technological modernization of production, development of new types of raw materials, expansion of markets for products, including international. The authors recommend for these objectively related cooperative branches of activity unifying transformations in clusters (complexes, associations), creating an integrated synergetic effect and efficiency. The implementation of measures aimed at the development of procurement and industry is shown by the example of the Tomsk Regional Consumer Union – one of the best in the country for the efficiency of procurement and primary processing, especially non-timber forest products. It acts as a standard in cooperation with the administration of the region and the population. Strengthening the economic situation of the organization increases employment, contributes to the growth of income, the development of rural areas. The obtained results can be further used in the development of consumer cooperation programs in the region.

**Keywords:** consumer cooperation, procurement, wild plants, modernization of the material and technical base, food production, food security.

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**Development of agricultural consumer cooperation as the basis of entrepreneurial activities in the countryside. P. 320-333.**

**Abstract.** The aim of the study was to determine the role and importance of peasant (farmer) economies in the modern agro-industrial complex of Russia. The article analyzes the interpretations of the concepts of "peasant economy" and "farm" from the perspective of various authors. Distinctive features of these categories are highlighted. In modern realities, the main purpose of peasant (farmer) economies is to provide markets with high-quality natural raw materials and finished products. The study focuses on the growth of their share in the production of agricultural products and the development of sparsely populated rural areas. The necessity of more significant state support of peasant farms in terms of lending and provision of preferential conditions for the initial development of their activities is emphasized. The article highlights the problems faced by agricultural consumer cooperatives and substantiates the directions of effective interaction of peasant (farmer) economies with agricultural consumer cooperatives. The article presents the experience of world practice, indicating that the progressive development of agriculture will be determined by the use of the advantages of cooperation. The work reveals the mechanism of improving the size and forms of grant support to farmers and small farms and subsidizing agricultural cooperatives. On the basis of statistical data on production and processing of crop and livestock products of the Belgorod region the rating of the region in the agro-industrial complex of the country is presented. As a result of the research, farms and peasant farms, processing enterprises and markets can create schemes of successful relationships with agricultural consumer cooperatives.

**Keywords:** peasant farming, farms, cooperation, agricultural consumer cooperation, agrarian sphere, agro-industrial complex.

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**Development of small entrepreneurship and its impact on employment of the population in the Republic of Tajikistan. P. 334-348.**

**Abstract.** The purpose of the study is to analyze the development of small entrepreneurship and assess its impact on employment of the population. The use of statistical methods, methods of analysis and comparison and logical conclusions allows to analyze the development trends of small entrepreneurship in the Republic of Tajikistan. In modern conditions, ensuring employment of the population is one of the main tasks of small entrepreneurship. According to the average annual growth rate of the population, the Republic of Tajikistan ranks first among the post-Soviet states. Currently, the lag in the growth rate of the employed population from the growth rate of labor resources leads to an increase in the labor force underutilization in the economy. This study analyzes the employment of the population in individual labor activity, peasant farm, households and small enterprises. It is justified that every year the role of small entrepreneurship in raising employment levels of people and as a result, in reducing the levels of poverty and increasing the welfare of the working people is increasing. The analysis for 2010-2016 showed that the role of peasant farms is increasing in the production of food products, especially crop products. The role of households in the production of livestock products is great. The contribution of small enterprises in all spheres of economic activity, in particular in the spheres of trade, real estate operations, construction, etc., is growing. Individuals engaged in self-employment are solving the problems of transport services, repair of houses and offices, household tailoring, trade, and catering. As a result, the authors formulate conclusions and give brief recommendations on the development of small entrepreneurship in the republic.

**Keywords:** entrepreneurship, employment, economic development, individual labor activity, peasant farms, households, small enterprises.

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**Analysis of features and directions of consumer cooperation industry effective development in the Kursk region. P. 349-361.**

**Abstract.** Different kinds of own industrial enterprises of consumer cooperation, carrying out processing of agricultural raw materials purchased from local producers, are a reliable source of consumer goods of daily demand, especially in rural areas, thereby contributing to the improvement of the quality of life of the population. The main goal of the research was to determine the most effective directions for further development of the industrial sector of the Kursk Region Consumer Union. The methodological basis was made by general scientific (comparison, description, analysis, generalization, etc.) and special (economic-statistical – tabular, graphical, etc.) methods. As the main information sources, the indicators of the activities of the Kursk Regional Consumer Union and the decisions of the Administration of the Kursk region were used. The authors analyzed the main indicators of industrial activity of the Kursk Regional Consumer Union in the period from 2010 to 2016, and also took into account the specifics of investment activities for technical re-equipment within the framework of the comprehensive program for the development of the food and processing industry in the Kursk region. The proposals made by the authors will not only significantly strengthen the existing ones, but also create additional competitive advantages of the industrial branch of the Kursk Region Consumer Union. In addition, they can be used to develop a long-term strategy for the development of this branch of economic activity.

**Keywords:** consumer cooperation, industry, manufacturing industries, investment, consumer society, capital investment, branch of activity, consumer goods, production quality, quality management system.