

ECONOMICS AND MANAGEMENT IN BRANCHES AND SPHERES OF ACTIVITY

Nagovitsina L.P.

Siberian University of Consumer Cooperation (Novosibirsk), PhD in Economics, Professor, Chair of Economics.

Shnorr Zh.P.

Baikal State University, Chita Institute, PhD in Economics, Associate Professor, Professor, Chair of Finance, Credit and Accounting

Development of digital technologies in modern retail. P. 9-25.

Abstract. The purpose of this article is to study the introduction of digital technologies in the activities of modern retail, the field and the future prospects of their application. The article describes the approaches to the terminological understanding of the digital economy, the main digital solutions in business, and their characteristics. The systematization of general approaches to the formation of the digital economy allowed to note the features of economic activity, the functionality of digital solutions in the business environment. The factors that caused the transformation of trade into a programmable or web-retail in the digital economy are identified and justified. A new paradigm of trade development corresponding to the conditions of the digital economy is formulated. It is noted the relevance and practice of development of digital trends in retail. The demand for digital technologies in trade, including the focus on customers and on improving the organization of sales is justified. The interrelation and compatibility of digital technologies in retail and the need for their integration are emphasized. Special attention is paid to the development of mobile trade, interaction through social media, biometric technologies, augmented and virtual reality technologies, artificial intelligence, the Internet of things. The advantages of modern digital solutions are shown on the concrete examples from business practice of modern trade operators, the prospects and the sphere of their further development are defined.

Keywords: retail, digital economy, digital technologies, mobile trade, social media, biometric technologies, augmented reality, virtual reality, Internet of things.

Meshechkina R.P.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Dean of the Department of Customs Business, Professor of the Chair of Customs Operations and Customs Control

Customs control of goods subject to customs procedures: actual problems and their solution in the conditions of the Eurasian economic union's functioning. P. 26-36.

Abstract. Customs control is one of the activities of the customs authorities, designed to prevent the penetration of the customs territory of the Russian Federation and the Eurasian Economic Union of prohibited, limited, counter-sentimental and inferior goods. Customs control is conducted in various forms provided for by the Customs Code of the Eurasian Economic Union. One of the most relevant and in-demand forms of customs control used by the customs authorities of both the Russian Federation and the member states of the Eurasian Economic Union is customs inspection, which can be cameral or outbound and corresponds to the conceptual direction of development of customs control after the release of goods and vehicles. Proceeding from this, the aim of the study was to identify the problems of conducting customs control in the form of customs inspection and determine the ways of their solution in the conditions of functioning of the Eurasian Economic Union. The main tasks are defined as: the study of theoretical approaches to the definition of the concept of customs control after the release of goods, the identification of the causes of problems associated with the calculation and payment of royalties when placing goods under the customs procedure containing objects of intellectual property, conducting customs inspection of goods imported into the customs territory of the Russian Federation, the determination of the terms of the customs inspection and the establishment of a period for customs inspection which are in free circulation on the customs territory of the Russian Federation, elimination of "gaps" in the sphere of customs legislation of the member states of the Eurasian Economic Union. The study was conducted using methods of comparative theoretical analysis, induction, deduction, synthesis

of the results obtained, analysis of public statistical reporting. During the research, the results of verification activities were monitored to control the calculation of license fees, evasion of the audited persons from the conduct of customs inspection, making changes to the documents subject to inspection by customs authorities, determining the period during which customs inspection of goods in free circulation for customs territory of the EAEC. The obtained results allowed, in the author's opinion, to determine the ways of solving the problems identified during the research, the discussion of which is of interest to practical workers and representatives of the scientific community.

Keywords: customs control, customs inspection, customs documents, administrative responsibility, license payments.

Tokar E.V.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Chair of Economics

Gasho I.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Economics

Firsova A.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Economics

Development of foreign trade as one of the directions of securing economic security of the Russian federation. P. 37-49

Abstract. In the context of globalization, the national economies have great opportunities to realize their competitive advantages, to receive scarce goods and resources, but at the same time they face various risks and threats that can have a serious destabilizing effect on economic development. This intensifies interest in the problems of developing foreign trade, ensuring foreign economic security as an important part of the system of national economic security. The purpose of the study is to determine the direction of development of foreign trade as a means of ensuring the economic security of the national economy. The article reveals the content of the concepts of "national economic security" and "foreign economic security", their relationship with foreign trade, summarizes the risks associated with foreign trade, identified the current trends in the development of Russia's foreign trade. During the processing of the material, both general scientific dialectic methods (analysis and synthesis, deduction and induction, detailing and generalization, system and complexity) were used, as well as methods of applied science (statistical and graphical research methods), laws and principles of formal logic. The study found that during the period from 2014 to 2016, negative trends in the development of foreign trade of the Russian Federation intensified, which had a negative impact on the state of foreign economic and national security of the state. The conclusion is substantiated that the increase in export volumes, the improvement of the structure of foreign trade in favor of science-intensive products, the expansion of the geography of foreign trade activity will create conditions for ensuring economic security and the dynamic development of domestic economy.

Key words: national security, economic security, foreign economic security, foreign trade activities, foreign trade, foreign trade structure, risks in the foreign economic sphere.

Sukhova L.F.

Belgorod University of Cooperation, Economics and Law, Stavropol Institute of Cooperation (Affiliation), PhD in Economics, Professor, Professor, Chair of Economics

Glaz O.V.

Belgorod University of Cooperation, Economics and Law, Stavropol Institute of Cooperation (Affiliation), Candidate in Economics, Associate Professor, Chair of Economics

Economic mechanism of organization's profit formation and use: definition, nature, approaches. P. 50-58.

Abstract. The emergence of the foundations of the theory of optimal mechanism of resource allocation in terms of information asymmetry, (Nobel prize in Economics, 2007), the transition to the digital economy actualize research in the field of economic mechanisms of business, taking into account

different approaches. The aim of the work was to develop the concept of economic mechanism of formation and use of profit, disclosure of its essence and content. The present research was conducted on the basis of a systematic approach, according to which the economic system of formation and use of profit was considered as a subsystem of the general economic system of management of the efficiency of the organization. This approach allowed us to distinguish the definitions of the concepts of "economic mechanism" and "economic process", whereas the theory of Economics considers the economic mechanism as a process and as resources of the process. As a result of research, the definition of the concept of economic mechanism of formation and use of profit is clarified, its essence and content are revealed, which are expressed in the fact that it is considered as a resource management. The resource approach to the evaluation of the efficiency of this economic system functioning is proposed as the most adequate to the system vision of the content and purpose of the main component of the economic system – the economic mechanism of formation and use of profit. The results of the research, through the understanding of the new content of the economic mechanism, provide a higher level of scientific approach to management decision - making, and are intended for researchers and practitioners, system programmers, as well as for students, graduate students, doctoral students and teachers of economic universities.

Key words: economic mechanism, system approach, resource approach to the assessment of economic mechanism efficiency, elements of the economic system process.

Ponamareva V.E.

Belgorod University of Cooperation, Economics and Law, Candidate in Science, Associate Professor, Head of the Chair of Public Catering Technology and Goods Expertise

Pekhtereva N.T.

Belgorod University of Cooperation, Economics and Law, Candidate in Science, Associate Professor, Chair of Public Catering Technology and Goods Expertise

Beletskaya N.M.

Belgorod University of Cooperation, Economics and Law, Candidate in Science, Professor, Chair of Public Catering Technology and Goods Expertise

Evdokimova O.V.

I.S. Turgenev Orel State University, PhD in Science, Professor, Head of the Chair of Goods Expertise and Customs Business

**Studying consumer preferences at the selection of flour confectionery products.
P. 59-70.**

Abstract. The purpose of the conducted scientific research consists of studying consumer preferences of the population of Belgorod at a choice of flour confectionery products. The relevance of this study is determined by the saturation of the market for flour confectionery products supplied by domestic and foreign producers. This situation gives rise to high competition among manufacturers, the desire of manufacturers to expand the range and ensure the proper level of quality. In the scientific work general scientific and special methods were used: observation, analysis, generalization and synthesis, methods of commodity expert examination and statistical methods for processing research results. The conducted research is based on the study of the demand of the population of Belgorod by interviewing more than 300 people of different age groups on issues reflecting consumers' preference for various characteristics of flour confectionery products, which allowed to determine the degree of satisfaction of the city residents' demand for these goods and to identify requirements for their quality, assortment, packaging, etc. The interest of the population in purchasing flour confectionery products enriched with biologically active substances has been revealed. As a result of the research, recommendations have been developed to improve the range of flour confectionery products based on increasing their biological value, reducing energy value, developing products of a functional orientation.

Key words: flour confectionery, competitiveness of flour confectionery products, consumer survey, innovative directions for improving the range of flour confectionery products.

Zhidkova E.A.

Kemerovo Technological Institute of Food Industry, Candidate in Economics, Associate Professor, Head of the Chair of Accounting, Analysis, Audit and Taxation

Agrarian policy key tasks in the context of AIC management in the conditions of transition to the innovative development type. P. 71-78

The study was carried out with the financial support of RFFI in the frameworks of the research project a 18-010-01096 A “Neosystemic approach as a factor of scientific substantiation of AIC organizations controlling foundations transformation”

Abstract. The innovative development of agro-industrial complex is one of the priorities of the state policy of the country. The essence of the innovative type of development of the agro-industrial complex and agrarian policy as an important element of the system of state regulation of the agro-industrial complex of Russia are considered in the article. The purpose of the article is to define the objectives of the agrarian policy of the state in the context of managing the agro-industrial complex in conditions of transition to an innovative type of development. The article uses modern theories of market economy, development and regulation, methods of structural and functional analysis and systems approach. The key tasks of the agrarian policy of the state in conditions of transition to an innovative type of development at the federal, regional and municipal levels of management are determined. The conclusion is made that the content of agrarian policy as an integral part of the economic policy of the state is determined by its goals, objectives, directions and measures of implementation, in solving which the economy of the agro-industrial complex should ensure maximum use of the natural and biological potential of agricultural animals and plants, specialization of agricultural organizations, updating of the technical infrastructure of production, as well as introduction of the best available production technologies and management at all levels of economic activity.

Keywords: agro-industrial complex, innovation, agrarian policy, innovative type of development, management.

Danshina V.V.

Yuri Gagarin Saratov State Technical University, Institute of Business and Strategies Development, Candidate in Pedagogics, Associate Professor, Chair of Commerce and Business Engineering

Model of business-accelerator as a method of the Saratov region innovative infrastructure support modernization. P. 79-89.

Abstract. The task of building an innovative type of economy requires tools and institutions that ensure the continuity of the innovation process and the successful commercialization of its results. One of the most effective, dynamic, qualitative such institutions can be an accelerator, on condition of forming of literate model and organization. The world experience in creating acceleration programs has shown their high efficiency, while in Russia the creation of accelerated platforms is at the moment more likely at the launching stage, it is possible to single out only a few of the most effective operating accelerating institutions, most of them are either inefficient or exist as a formality. In the Saratov Region, with good scientific and technical potential, high level of scientific, research activity, commercialization of results of activity is at low level. In this regard, the purpose of this study was the formation of a business accelerator model that is relevant to the realities of the current development of the economy and entrepreneurship. The study was carried out using a set of methods, namely, comparative analysis, graphical visualization of information, structural analysis. Thus, within the framework of the presented research by the author the analysis of experience of creation, development and existence of accelerated platforms was produced in the different countries of the world and in Russia. A basic accent is done by the author on the analysis of instruments of forming and development of innovative potential of the Saratov Region (level of development of the research base, innovative enterprises of region, instruments of support of innovative infrastructure). On the basis of the obtained data, the author developed an up-to-date business accelerator model that would create favorable conditions for building the innovative potential and innovative development of the region by its goals and objectives. The study outlines the goals, objectives, directions of the accelerator, ways to attract authors of projects. The introduction of a business accelerator will stimulate the full development of entrepreneurship, in particular, such areas as youth, technology entrepreneurship, which will make a significant contribution to the economic development of the region

Keywords: business accelerator, business incubator, accelerator of startups, innovative infrastructure, innovations, technological startup, startup project.

Natal'ina T.V.

Novosibirsk State University of Economics and Management «NINH», Candidate in Economics, Associate Professor, Chair of Corporate Management and Finance

Alternatives of enterprise development, manufacturing metal doors: the "blue ocean" strategy. P. 90-98.

Abstract The present work is devoted to the solution of theoretical and practical issues related to the search for alternative trends and compromises in the development of industrial enterprises of the metal doors industry in a highly competitive and highly uncertain environment. The research topic is relevant, as the implementation of the state policy of import substitution necessitates the solution of problems related to the search for ways of Russian industry strategic development. The purpose of the paper is to determine alternative trends of development for the metal doors industry, by transforming the market space, search for new niches free from competition on the basis of the blue ocean methodology. In order to prove the goal, the method of comparative analysis was used, system analysis, expert estimations, method of observation and data plot, methods and techniques of systemization and formalization of information, etc. were applied. As a result of the study, the industry analysis of the metal doors market was carried out, the main factors hindering the development of metal doors industry were identified, the key factors of competition were identified. The "strategic canvas", the new value curve for door manufacturers were formed. The alternative trends in the area of growth and development compromises for manufacturers of metal doors were identified. Some practical recommendations for the implementation of the new product values on the basis of industrial cooperation have been developed.

Keywords: production of metal entrance doors, factors of competition, the «blue ocean» strategy.

Arbuzov A.I.

Siberian regional command of internal troops of the Ministry of Internal Affairs of Russia, (Novosibirsk), Chief of headquarters military-scientific group, Lieutenant Colonel

Moroz O.N.

Siberian State University of Geosystems and Technologies, Candidate in Economics, Associate Professor, head of the Chair of Management and Entrepreneurship

Lean production of the military-industrial complex – the way to leadership and competitiveness. P. 99-109.

Abstract. The purpose of the article is to show the possibilities of methods of economic and organizational diagnostics that allow to carry out lean production at the enterprises of the military – industrial complex. The method of "lean production" is adapted in the work in accordance with the branch peculiarities of the military-industrial complex and the conditions of economic development of Russia. The concept of lean production is based on a systematic approach to identifying hidden losses and the search for methods for their elimination. One of the main points of this concept is the continuous improvement of processes in the enterprise through the involvement of all personnel. Using the methodology of economic and organizational diagnostics reveals the level of inadequacy of available resources and the need to find a new tool base for solving current or new tasks. In mass production, there are many problems associated with increased costs, losses. Losses are actions that increase the cost or time of output, but do not add value to the final product. Types of losses encountered in the production activity of enterprises of the military – industrial complex are established. The peculiarity of the structure of the military-industrial complex as a specific sector of the economy is indicated. Enterprises of the military-industrial complex, as part of the economy of the national economy with their own market relations, produce both military and civilian products. Taking into account the volume of costs for technological innovation of the military industrial complex, effective mechanisms for controlling the direction of public funds were proposed to achieve investment objectives. The Blake and Mouton model, which is the closest to the purposes of our research, is analyzed, which is a modification of the Liker model of the relationship between the organization's productivity and the style of the dominant managerial impact. The military industry is associated with a huge responsibility and requires the highest quality and reliability of the equipment produced. To increase the defense capacity of Russia, a huge number of people work, millions of rubles are allocated annually. Therefore, the task of enterprises to use

the funds provided in the most effective way, reducing losses, increasing labor productivity, upgrading the equipment fleet, upgrading the skills of workers and military personnel.

Keywords: lean production, military-industrial complex, competitiveness, methods, modernization, innovations, technologies, enterprise management, losses, efficiency, state, property.

Trunov A.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Philosophy, Associate Professor, Chair of Humanitarian, Social and Legal Disciplines

Gukov D.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Sociology, Associate Professor, Chair of Humanitarian, Social and Legal Disciplines

Troshikhin V.V.

Belgorod University of Cooperation, Economics and Law, PhD, Professor, Chair of Humanitarian, Social and Legal Disciplines

Sociological support of economic activity. P. 110-117.

Abstract. In the article, based on the methods of economic theory and theoretical sociology, sociological theories of the middle level, as well as the positions and conclusions of leading scientists who deal with the problems of global inequality, digital economy and virtualization of society, the specificity of sociological support of economic activity are considered. The authors show a close connection between theoretical sociology and economic science, referring to the study of their common research projects: the evolution of capitalism, its further transformation into the world-a system of modernity, the impact of Protestant ethics on work motivation, rationalization of production and symbolic structures of the world of life, the institutional design of global inequality, the virtualization of the economy and its social consequences. According to the authors, the economy becomes virtual in all cases when the production of real things is replaced by the production of brands. The surplus value today is almost independent of the quality of the goods as a thing with real physical properties, but is determined by the state of capitalization of the brand, that is, stable ideas and social attitudes of consumers who fix their attention on the unique qualities of the goods taken as a given. Hence, the trend towards a sharp expansion of the advertising business, the expansion of branding opportunities as tools for creating added value in the conditions of virtualization of society.

Keywords: sociology, sociological research, economic activity, efficiency, global inequality, society virtualization, brands.

Barsegyan N.V.

Kazan National Research Technological University, Postgraduate Student, Chair of Logistics and Management

Open innovation as a management resource of high-tech enterprises. P. 118-127.

The study was conducted in the frameworks of grant No. 18-310-00213 with the support of Russian Foundation of Fundamental Research “methodology of open innovative networks management in the transition to electronic economy”

Abstract. The aim of the study is to identify the role of open innovation in the innovative development of high-tech enterprises. In modern conditions of globalization, the model of open innovation becomes a priority, taking into account the availability of available resources and opportunities. The methodological basis of the study was the General scientific approaches to the study of the concept of open innovation – system analysis, description, analogies, structural and functional analysis and cause-effect relationships. For the Russian economy, the creation of new industries focused on the production of high-tech products is a priority in conditions of high socio-economic risks, the solution of which will form the basis of a new technological structure, the core of which are high-tech enterprises. To achieve this goal, the analysis of innovative activity of the Russian industry, identified specific features of high-tech industries. One of the resources of effective management of high-tech enterprises proposed to consider the concept of open innovation. In order to justify the use of methods and tools of this concept, a comparative characteristic of the models of closed and open innovation is given. It seems appropriate to create a global ecosystem of innovative development, which is understood as a set of conditions and factors that ensure the successful creation and development of enterprises,

energy exchange system, mutually beneficial relations between its participants. It is concluded that in the formation of innovation management systems of Russian high-tech enterprises it is necessary to use certain methods and tools of the concept of open innovation.

Keywords: innovative development, high-tech enterprises, open innovations.

ECONOMY OF LABOR AND LABOR RELATIONS

Rozdolskaya I.V.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Head of the Chair of Marketing and Management

Ledovskaya M.E.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

Mozgovaya Yu.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

Creation of involvement culture as personnel motivation method in the process of organization's strategic objectives implementation. P. 128-140.

Abstract. Staff involvement that is, the employees' interest in the results of their work and the achievement of the strategic goals of the organization, creates the necessary conditions for the effective development of personnel and undoubtedly for the workers to be fully integrated into production activities. The above suggests that the discussion of staff involvement as the highest level of motivation at the present time is a significant and undoubtedly topical issue. The aim of the work is to generalize the main approaches to creating an inclusiveness culture and develop recommendations for use in the practice of organizations. The presented results are executed on the basis of systematization and generalization of existing theoretical studies on the problem of creating a culture of personnel involvement using general scientific and special methods. The main types of involvement are identified and the components of staff involvement are identified. The basic principles of organization's personnel involvement are grouped. The result of the research was the determination of factors that are significant for modern organizations, affecting the involvement of each employee. Examples of the practical focus of staff involvement are demonstrated. By analyzing the theoretical material and considering practical examples, a conceptual outline of staff involvement is defined, a holistic picture of the culture of staff involvement is presented. The importance of increasing the involvement of employees and the use of modern digital processes of evaluation and development of involvement in the digital age are indicated. Three types of digital initiatives are identified, which must be used to work with the involvement of employees. Attention is drawn to intrasessional and intersessional engagement, which are focused on the use of analytics.

Keywords: employee loyalty, staff involvement, user involvement, marketing involvement, activity involvement, culture of involvement, participation index, involvement level, involvement management, intrasessional and intersessional involvement.

Volkova I.A.

Nizhnevartovsk State University, PhD in Economics, Professor, Chair of Commerce and Management

Kondakova A.A.

Nizhnevartovsk State University, Assistant, Chair of Commerce and Management

Company's staff turnover management process development. P. 141-152.

Abstract. Staff turnover becomes unmanageable and uncontrolled process that affects the economic and financial results of any enterprise. The purpose of this study was to form the process of personnel turnover management, which allows to control the level of turnover, to identify the causes and prerequisites, and to take operational measures to regulate it. Within the framework of the specified goal, the tasks are defined and solved: the factors causing staff turnover are identified; the level of staff turnover at the production enterprise is investigated; recommendations

on the formation of the process of personnel turnover management are developed. In the course of the research general scientific research methods were used, methods of analysis and synthesis, induction and deduction, as well as methods of empirical level were consistently applied within the logical approach. The developed process is an integrated approach to managing staff turnover and includes successive stages, each of which contains a set of steps aimed at achieving the goal of the implemented stage in a certain time frame, which is reflected in the schedule. Effective use of the proposed process will determine the prerequisites for dismissal of employees at the early stages, timely establish quantitative and qualitative indicators of turnover for the optimal use of labor and financial and economic resources of the enterprise.

Key words: staff turnover, complex approach, process of personnel turnover management, quantitative and qualitative indicators, financial losses.

Osadchaya S.M.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

Tarasov A.S.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

Increasing the quality of life of the population as a key element of territory's socio-economic development strategy. P. 153-164.

Abstract. The article is devoted to the issues of improving the quality of life of the population in the context of the formation and implementation of the strategy of social and economic development of the territory. The topic of the research is urgent, since the quality of life of the population, as a basic element of the strategy of socio-economic development of the territory, is a fundamental indicator, which simultaneously acts as a major independent goal of territorial development, a factor that strengthens social stability, catalyzes innovative opportunities for sustainable development in all spheres of economy and public life, and an indicator (an estimated indicator) of the effectiveness of the adopted and implemented strategy of socio-economic development. The purpose of the article is to define the features and basic elements of the integral indicator "the quality of life of the population", the features of the formation of the stages of formation of a strategy for socio-economic development of the territory, taking into account the optimization of this indicator. To achieve the goal, methods of abstract thinking, monographic, sociological approaches are used; decomposition, comparative and system analysis, structural and functional approach to the study of conceptual grounds. The analysis of scientific publications and publications in the field of strategic management and the quality of life of the population made it possible to determine the basic groups (indicators) of the integral indicator of the quality of life of the population, as well as a set of specific criteria for the integral indicator of the quality of life of the population. Also presented are the principles for implementing the strategy of the Belgorod region, aimed at improving the quality of life of the population; the main components of the strategic development of the Belgorod region in the context of improving the quality of life of the population. The actual state programs implemented by the Administration of the Belgorod region, aimed at improving the quality of life of the population, are determined. The components of the priority project "Health" and the management model for its implementation are presented.

Keywords: strategic management, strategy of social and economic development of the territory, quality of life of the population, integral indicator of the quality of life of the population, criteria of the indicator of the quality of life of the population, strategic directions for improving the quality of life of the population.

MARKETING, COMMERCE AND LOGISTICS

Tarasova T.F.

Belgorod University of Cooperation, Economics and Law, Ph.D. in Economics, Professor, Chair of Economics

Sukhareyev A.I.

Belgorod University of Cooperation, Economics and Law, Postgraduate Student

Problems and trends of development of electronic commerce legal regulation. P. 165-173.

Abstract. To date, the e-commerce market can be called with confidence the most dynamically developing part of the Russian economy. Internet trading has several advantages over the traditional form of doing business. This sector of the economy is attractive because of its simplicity and speed when performing operations. By deducing an enterprise on the Internet, companies pursue several goals simultaneously: reducing costs, expanding the reach of potential consumers of goods and services, and setting up a new distribution channel. The purpose of this article is to analyze the current state of legal regulation and the regulatory and legal acts of the Russian Federation already adopted to regulate the activities of e-commerce enterprises, as well as to study foreign experience in this area. The solution of the set tasks was carried out using logical, comparative and structural-system analysis, the method of comparative legal research, as well as graphical interpretation of the data. This article presents the main legislative acts adopted in recent years to regulate the activity of enterprises in the field of electronic commerce, reflects the main problems of regulating the activities of participants in this sector of the economy, presents the categories of goods banned for distribution via the Internet. The steps taken on the way to legalization and control in the trade of these goods in the field of electronic commerce are also described. In conclusion, an assessment of the state of e-commerce and existing regulatory and legal acts is presented, and recommendations are given for solving identified problems. Analyzing international legislation, the main technical and legal aspects in this field became possible to identify existing gaps in the regulation of e-commerce. It can be concluded that the level of protection of subjects in this sphere is low, this is due, among other things, to the fact that there are no specialists in the field under study, precise regulation and control over the form and content of electronic documents.

Keywords: electronic commerce, Internet, information technologies, online sales, legal regulation, trade control.

Efimova N.A.

Belgorod University of Cooperation, Economics and Law, Senior Researcher, Research Office Research Center, Postgraduate Student

Tarasov A.S.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

Improvement of internet store work. P. 174-183.

Abstract. The purpose of the study is to identify the advantages of Internet commerce in comparison with traditional trade, to determine the main stages of the functioning of the online store and the main directions for improving its work. The research used general scientific and special research methods. When using general scientific methods within the framework of a logical approach, methods of synthesis, induction and deduction were used. In the course of the study, the advantages of trading through the online store, the features and stages of its operation, the errors in the functioning of the online store, associated with an inconvenient interface and complex manipulations are revealed: a bad selling page, a lack of prices for a product (service), a complicated registration on the site store, not the informative arrangement of buttons, overly "crammed" site, too small or poor-quality photos, online consultants, lack of information on the site about the use of goods. Also shown are errors related to low level of service: lack of quality packaging of goods, lack of responses to customer comments, lack of discounts, shares and other incentives, long absence of new products and other updates, lack of important information on the site. The article gives recommendations on improving the work of the online store at each stage of its operation. Various options are considered for payment for goods when making purchases through the online store, as well as various ways of delivering goods.

Keywords: Internet shop, Internet-trade, advantages of Internet-trade.

Vinokurtseva E.A.

Transbaikal State University, (Chita), Postgraduate Student

Analysis of implementation of purchasing activity for state needs in the Transbaikal territory. P. 184-193.

Abstract. Currently, any field of activity in a market economy requires certain models of making informed management decisions. Of no exception is the sphere of public procurement, which was originally designated in 1992 for significant periods in the history of the reform of the state order, there were different transformations. These changes are manifested in the publication of legal acts regulating the organization of procurement procedures, the reform of the authorized bodies in the field of procurement, the transfer of some functions to the Executive bodies of the subjects. The conducted research of implementation of procurement activities in the subject of the Russian Federation – in the Transbaikal Territory provides for the consideration and evaluation of the results in terms of procurement from small businesses and socially-oriented non-profit organizations, procurement in the context of funding sources (federal, regional and local budgets), procurement methods for determining suppliers (contractors, performers), analysis of joint trading groups of state and municipal customers. The base of the research is the data presented on the portal of the Unified information system in the field of procurement (EIS). The dynamics of indicators is presented for the period 2015–2017. The scientific novelty of this study is represented in the complexity of the analysis of the application of the organization of procurement activities in the Russian Federation. Using the selected data in the dynamics are estimated indicators for the group of samples from procurement planning up to the initial (maximum) contract, budgetary allocations, etc.

Keywords: public purchases, government needs, subject of the Russian Federation, source of financing of purchases, small business entity, socially-oriented non-profit organization, a supplier, contractor, performer, joint bidding.

Nikulin R.A.

Kazan Federal University, Institute of Management, Economics and Finance (IUE&F), Postgraduate Student

Modern problems of ensuring competitiveness of the enterprise. P. 194-202.

Abstract. In the context of the global digitalization of the economy, it is necessary to effectively and timely improve the competitiveness of the company through the introduction of "smart" technologies. Effective management of the organization's business processes now depends on the data that enters or is generated by the organization. The purpose of this article is to reveal the new competitive advantages of the company, which are formed as a result of the digitalization of society, business and enterprise activity in modern conditions. Using the historical method, the article identifies and analyzes five approaches to ensure the competitiveness of the enterprise: resource, innovation, market, investment and analytical. The results of the article are the system of approaches to ensure the competitiveness of the enterprise, the structure of new sources of competitive advantages. The expansion of Internet technologies, the possibilities of big data, the functions of "smart" products change the system of relationships with consumers, form opportunities for digital services. Data and Analytics are becoming a new source of competitive advantage. The traditional value chain involved a standard set of units (R & d, it, manufacturing, logistics, marketing, sales, after-sales, personnel management, procurement and Finance). Digitalization, the introduction of the industrial Internet of things and smart technologies are changing all activities in the value chain. It is concluded that modern economic challenges, including a radical technological revolution, new ways of relationships with consumers, new opportunities for the development of value chains, new forms of communication form new sources of competitiveness of enterprises. Data and Analytics are becoming a new source of competitive advantage.

Keywords: competitiveness, industry 4.0, digitalization, information.

ACCOUNTING, FINANCE AND STATISTICS

Matorin S.I.

Belgorod University of Cooperation, Economics and Law, PhD in Sciences, Professor, Professor of the Chair of Information Systems and Technologies

Tuboltseva O.M.

Belgorod State University, Assistant, Chair of Mathematical and Software Assurance of Information Systems

Method of objective analysis of financing systems of investment projects based on the monetary representation of business processes. P. 203-213.

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Abstract. In the process of implementing the investment project, organizational, production and other types of relations are formed between the participants, including those resulting from its financing. In view of their importance, the issues of financing investment projects attract special attention, both of theorists and practitioners. Of particular interest are methods of formalized description and analysis of financing systems. This is due to the fact that business plans, which are the simplest verbal models of financing systems, do not fully meet the requirements of investors and creditors, since verbal models are not very informative, do not fit well with modern computer information technologies. Monetary representation of business processes allows giving a formalized description of financing systems, suitable for building a digital model, which is especially important in the transition to a digital economy. Executable graphical-analytical models of financing systems implemented using digital information technologies are much more suitable for investors than traditional business plans. However, for their practical use, it is necessary to solve the problems of adaptation of financial mathematics methods to the same. It is also necessary to specify algorithms for balancing financial flows and calculating basic financial indicators, as well as the format for presenting financial events. To the extent of the financing systems, taking into account their implementation on the computer in object-oriented style. It is also necessary to specify algorithms for balancing financial flows and calculating basic financial indicators, as well as the format for presenting financial events.

Keywords: business process, project financing systems, business plan, graphical and analytical model, formalization, modeling, resource representation of processes.

Antonova M.V.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Finance and Customs Revenues

Krivchikova A.A.

Belgorod University of Cooperation, Economics and Law, Postgraduate Student, Chair of Finance and Customs Revenues, Belgorod

Organization's financial sustainability types: modern approaches to classification. P. 214-223.

Abstract. The aim of the research is to study the types of financial stability of the organization on various grounds of classification. The methodical base of this research was made by general scientific research methods. The use of general scientific research methods was carried out by applying, within the logical approach, methods of induction, deduction, synthesis. Financial stability is a multi-dimensional criterion that characterizes the financial side of the organization. The article presents a systematic classification of the financial stability of the organization according to the criteria: time factor, structure, nature of occurrence, the principle of constancy, functional content, the nature of occurrence, the scope of planning, the scale of occurrence, the nature of signs, management methods, method of evaluation, evaluation base. The authors propose new types of financial stability. By the nature of occurrence, added conditionally normal financial stability, which is necessary to track the "symptoms" of the emergence of pre-crisis financial stability. According to the principle of the constancy the authors added in part-a permanent financial stability resulting from the failure to comply with the recommended values of selected indicators of financial stability. In addition, the paper presents the authors' criterion for the classification of financial stability – on the basis of evaluation. On this basis of classification, the authors

suggested two types of financial stability: retrospective financial stability and descriptive financial stability.

Keywords: organization's financial stability, classification feature, absolute financial stability, pre-crisis financial stability.

COOPERATION AND ENTREPRENEURSHIP

Matuzenko E.V.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Chair of Hotel and Tourist Service, Commerce and Advertising

Glazunova O.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Hotel and Tourist Service, Commerce and Advertising

Franchising: problems of functioning and directions of business creation. P. 224-233.

Abstract. Every day the popularity of franchising is growing. This is due to the fact that an entrepreneur working in this business system does not have to start a business "from scratch", he works with a trademark that is already familiar to customers and enjoys stable demand. Today, an increasing number of profitable organizations are developing their business through the sale of franchises, which is a means to promote their strategies of diversification and penetration to the market. The purpose of the scientific article is to analyze the problems that arise when creating a business in the franchising system and suggest ways to solve them. In the article the authors analyzed the experience of creating franchising business systems in Russia in the present conditions of management. The problems preventing the establishment of business for franchisees in various spheres of activity are revealed. The authors of the article described the stages of preparatory work for an entrepreneur when buying a franchise, described the franchisor's expenses in organizing a business in the franchising system, systematized successful franchises with investments up to 100 thousand Roubles. Particular attention is paid to new directions of franchising business, which appeared in 2017. In substantiating theoretical propositions and developing practical recommendations, scientific instruments were used, in particular, such research methods as observation, grouping, comparison, analysis and synthesis, the system approach, methods of economic analysis, etc.

Keywords: franchisee, franchisor, franchising, franchise system, small business, lump sum, royalty.

Ternovsky D.S.

Russian University of Cooperation, PhD in Economics, Associate Professor, Vice-Rector for Research

Buzdykhanov S.G.

Belgorod University of Cooperation, Economics and Law, Postgraduate Student

Khomyachenko A.I.

Belgorod University of Cooperation, Economics and Law, Postgraduate Student

Use of market concentration indicators at analysis of consumer cooperation organizations' economic activity diversification. P. 234-243.

Abstract. The purpose of the study is justification of market concentration indicators as tools for assessing the diversification of economic activity of consumer cooperation organizations. To assess the level of diversification of economic activity of consumer cooperation organizations, the use of the Herfindahl-Hirschman index, the coefficient of relative concentration, the Hall-Taidman index, the entropy coefficient, and the Linde coefficient are justified. The paper proposes a variant of transforming certain indicators of market concentration with the aim of normalizing their values and unidirectional interpretation in assessing the level of economic diversification of cooperative organizations. The values of the diversification indicators of the economic activity of consumer cooperation organizations in 63 regions of the Russian Federation for 2017 are calculated, and their close relationship is proved on the

basis of rank correlation. The uniform character of the regional differentiation of consumer cooperation organizations is established according to the level of their economic diversification with the presence of minor emissions. An empirical conclusion is made about the weak adaptation of the categorical characteristics of the level of diversification of economic activity in the current structure of the aggregate volume of activity of consumer cooperation organizations. On the basis of justified indicators, a correlation analysis of the level of diversification of economic activity and the level of financial results of consumer cooperation organizations was carried out.

Keywords: consumer cooperation, total volume of activity, economic diversification, market concentration.

Efremova G.M.

Siberian State University of Geosystems and Technologies (Novosibirsk), PhD in Economics, Professor, Chair of Management and Entrepreneurship

Moroz O.N.

Siberian State University of Geosystems and Technologies (Novosibirsk), Candidate in Economics, Head of the Chair of Management and Entrepreneurship

Development trends of contemporary foreign cooperation. P. 244-251.

Abstract. The purpose of the article is to study the world experience of cooperation development and its transformation in the Russian conditions, which will allow to avoid mistakes made by cooperatives of other countries and at the same time to take into account the positive experience of their development. The article analyzes the trends in the development of cooperation of foreign countries. Using the created methodology of structural-factor analysis, the main factors leading to crises in national cooperative movements are established and investigated, legal, economic, and social forms and relations defining the place of cooperation in the world community and the state economy are described. The internal organizational and economic problems of cooperatives have been revealed. It is proved that cooperation is a structurally complex system, consisting of cooperatives of various types, including business co-operatives, but possessing a number of common features and characteristics that allow them to be integrated into a single system as a holistic phenomenon. Foreign experience of the cooperative movement reflects the integration processes, which are based on the development trends of various forms of cooperation. As the research shows, in most countries there is a tendency to change the legal forms of economic entities: private enterprises are transformed into cooperatives, and cooperatives into joint-stock companies or private enterprises. This is explained by the dynamics of the priorities of the goals of business owners and the stability of the goals of the state and the population. Members of successful cooperatives want to be able to receive profit not limited by the statutory documents of cooperatives and transform them into other legal forms that do not have these restrictions. The state, in turn, trying to reduce unemployment and social tension in society and raise the standard of living of the population, supports cooperatives, including those formed from bankrupt enterprises of a different legal form. Thus, consumer cooperatives in Europe, encountering competition from large transnational networks, are forced either to cease their activities or to unite by concentrating and enlarging their enterprises. Such are the trends in Austria, Belgium, France, Holland, Switzerland. The co-operatives of entrepreneurs have become very popular in all countries of the world.

Keywords: cooperation, system, factors, management, control, economy, competition, goals, capital, organizational and legal forms, the role of the state, global cooperative experience, trends.

Chernikova E.I.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Theory and History of Cooperative Movement

Trunov A.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Philosophy, Associate Professor, Chair of Humanitarian, Social and Legal Disciplines

Experience in creation of credit cooperatives in the agricultural sphere in Russia in the second half of the XIX century. P. 252-260.

Abstract. The article is devoted to the study of the process of the cooperative movement formation in Russia in the second half of the XIX century. Based on the principles of system and

historicism, methods of hermeneutics, comparative analysis, the method of transition from conceptual to concrete thinking, as well as publications of the leading modern researchers in the field of cooperative problems, we found out the contribution of A.I. Vasilchikov and his associates in the formation and institutionalization of the cooperative movement in the country. It included not only common arguments about the need for widespread cooperation among farmers, but also creation of credit cooperatives and peasant savings and loan association in the agricultural sector. It is proved that the history of the cooperative movement in Russia has its own specifics, due not only to the peculiarities of socio-economic development of the agricultural sector of the country in the post-reform period, but also to the need to adopt European practices in foundation of cooperatives. It is noted that the most effective and viable credit cooperatives in Russia were created by progressive-minded people who received an excellent education and had the opportunity to study the European experience of the cooperative movement. Some developments of Russian cooperators of the post-reform period may be in demand today. This applies both to the practice of creating consumer, agricultural or commercial cooperatives, and the development of mechanisms for obtaining microloans for the development of rural households and farms.

Keywords: cooperatives, cooperative movement, peasantry, A.I. Vasilchikov, credit cooperatives, socio-economic activity, agricultural sector.

Gushchenskaya N.D.

T.S. Maltsev Kurgan State Agricultural Academy, Candidate in Economics, Associate Professor, Head of the Chair of Economic Security, Analysis and Statistics

Sumarokova M.A.

T.S. Maltsev Kurgan State Agricultural Academy, Postgraduate Student, Chair of Economic Security, Analysis and Statistics

Methodology of the rating evaluation of supplying and marketing consumer cooperatives development in the agriculture of the Russian federation. P. 261-270.

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Abstract. The purpose of scientific research is elaboration of methodical approach to formation of rating assessment of development of agricultural supplying and marketing cooperatives. The statistical set of agricultural supplying and marketing consumer cooperatives of federal districts of the Russian Federation has acted as an object of the research. The technique is based on indicators of elasticity (sensitivity) of results of primary activities to change of total amount of external loan. The dynamic indicators (average annual coefficients of growth) which are the basis allowing to gear up force of return of productive indicators of economic activity of cooperatives to change of the sum of an external debt. As a result it allows to develop the integrated indicators of development of agricultural supplying and marketing cooperatives based on a ratio of the animated index with average annual coefficient of growth of a gross regional product in general and a regional product of agriculture. Quantitative assessment of such ratio gives the chance to build the rating of federal districts of the Russian Federation on the rate of development of agricultural supplying and marketing cooperatives. Advantage of such methodical approach is its universality (a possibility of application to any statistical set), availability and simplicity of calculation (official statistical information and simple mathematical tools is used), "mobility" to set and structure of the factors included in model (the structure of indicators of effectiveness of activity of supplying and marketing cooperative can be complemented depending on a research objective, the having information volume). The technique is approved according to Federal State Statistics Service of the Russian Federation.

Key words: agricultural supplying and marketing consumer cooperatives, elasticity, animated index, integrated index of development, rating.