

## **Economics and Management in Branches and Spheres of Activity**

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**Regional economic security in the concept of public-private partnership development. P. 9-24.**

**Abstract.** The economic security of the region is formed in all areas of its livelihood. This objective circumstance predetermines the multiplicity and diversity of factors and threats to regional economic security, often arising outside of direct economic relations, penetrating into other spheres of the region's life activity. The purpose of this work was the development of conceptual provisions to improve regional economic security through the development of public-private partnership in the social infrastructure complex. The study was based on the methodology of public-private partnerships, legal, economic and social approaches to the development of partnerships. The work effectively implements the methods of analyzing the regulatory framework of partnership, goal setting and goal achievement, systems analysis, organization of partnerships, identification of causes hindering their development, and developing recommendations for eliminating the influence of causes. The importance of the development of public-private partnership to ensure regional economic security in the subject aspect, with the expansion of the participants in partnerships interested in the development of the socio-infrastructure complex of the region, is argued. The provisions of the legal, economic and social approaches in determining the goals, principles and objectives of the organization of public-private partnerships are implemented. The reasons restraining the participation of territorial bodies of public self-government in partnerships are identified, the ways and directions of their development are proposed, ensuring an increase in regional economic security.

**Keywords:** regional economic security, partnerships, public-private partnership, social infrastructure complex.

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**Practice of application in the system of state and municipal management of solidary management as an effective method of regions' socio-economic development. P. 25-42.**

**Abstract.** Crises occurring at the present stage, social upheavals, various kinds of conflicts, as well as natural and man-made disasters contribute to the formation of solidarity of people on various principles: religious, social, ethnic or territorial. Of course, the specificity of the formation and maintenance of social solidarity in the context of the increasingly complex social and economic relations of modernity is determined to a large extent by the problems of globalization, from the economic problems to the socio-cultural and political ones. In connection with the relevance of the designated topics, it seems reasonable to talk about solidarization through the prism of institutions, interests and values. The problem studied in recent years has attracted the attention of a significant number of state and public figures, economic leaders, and citizens. The aim of the work is to present the theoretical, methodological and applied foundations of social solidarity as a necessary condition for any social changes and characteristics of social development. The research methods were applied adequately to the objectives of the study at one stage or another. In the process of work, the need for solidarity in society is indicated, which is ensured by the action of a multitude of related factors subordinate to each other. The ambiguity and diversity of social solidarity is underlined. The traced semantic connection of social solidarity with a number of concepts is demonstrated. The attention is focused on the study of the practice of applying joint management as a new direction of management and an effective way of socio-

economic development of regions. Solidary leadership style is presented informatively. Of interest are various types of solidarity behavior of organization's members, including altruistic behavior, conscious behavior, decent behavior, courteous behavior, and civic morality. The study of social solidarity allowed us to present its content side, reflecting the structural and methodological components. In the course of the study, an understanding emerged of the need to consider organizations of the cooperative sector of the economy as socially oriented non-profit organizations whose universal cooperative value is solidarity. Concrete practical implementation of these aspects was found in the process of analyzing the experience of the Belgorod Region, which serves as the construction site for a joint society. Priority directions of the strategy of forming a regional solidarity society are presented.

**Keywords:** solidarity society, social solidarity, joint activity, solidarity leadership style, solidarity behavior, solidarity and non-joint behavior strategies, social partnership, cultural solidarity.

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**Directions for improving economic and marketing analysis in the system for ensuring economic security of the enterprise. P. 43-53.**

**Abstract.** The article discusses the need for economic and marketing analysis in the activities of economic entities. It is proved that economic and marketing analysis is important in the system of economic security of any enterprise. The article presents the tasks of economic and marketing analysis in the field of economic security of the enterprise. The directions of economic analysis of the economic security of the enterprise are the following: analysis of the dynamics and structure of the volume of activity, analysis of the dynamics and structure of costs and profits (the general component of economic security); analysis of structural dynamics and efficiency of the use of property potential (technical and technological component of economic security); analysis of structural dynamics and efficiency of personnel (personnel component of economic security); analysis of liquidity, solvency and financial stability (financial component of economic security). It is proved that a comprehensive analysis of all the proposed areas at the same time will contribute to the timely identification of threats to economic security. The algorithm of the analysis of technical and technological component of economic security of the enterprise is offered. The article also describes the directions of analysis of the market component of economic security, the indicators and methods necessary for the implementation of marketing analysis in enterprises. Research methods: general scientific methods of dialectics, analysis and synthesis, induction and deduction, abstraction, comparison, complexity and others. Research results: development of theoretical and methodological provisions of the economic and marketing analysis of the enterprise. It is concluded that the economic and marketing analysis will allow to make informed management decisions and improve the economic security of the enterprise.

**Keywords:** economic analysis, marketing analysis, directions and tasks of analysis, bankruptcy probability analysis, economic security.

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**Tourism industry in modern global economy: a hierarchy of statement of tasks and the results of socio-economic research on the international, national and regional levels. P. 54-65.**

**Abstract.** The purpose of the study is to conduct a socio-economic study of the tourism industry at the international, national and regional levels. To solve the stated goal, general scientific and special research methods were used. The article discusses social problems, the solution of which directly depends on the level of development of the tourism industry. It was determined that fluctuations in consumer demand affect the performance of tourism services; considered international tourist arrivals in the regions of the world for the period 1990–2017 and the structure of the global tourist market in 2017. An economic analysis of the global volume of inbound tourist traffic and inbound tourist trips of foreign citizens to Russia has been carried out, and a rating of countries for selected indicators has been presented. Were identified the most visited countries by Russian citizens in 2017. An assessment of the sought-after regions of Russia as an attractive tourist area was conducted. The dynamics of the number of hotels and similar accommodation facilities and key performance indicators of tourist firms in the Belgorod region, an assessment of the level of tourism development and the rating of municipal districts of the Belgorod region are presented. Unresolved issues of tourism development remain the difficulties associated with the implementation of services due to falling demand and rising prices for services. Competent social and economic research of the tourism industry conducted at the federal, national and regional levels will help stabilize seasonal fluctuations, develop the tourism infrastructure, promote awareness of achievements in the tourism industry, and create a favorable image of the regions.

**Keywords:** tourism, region, tourist market, rating, municipal district, accommodation facilities, tourist company.

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**To the problem of business analytics functionality definition. P. 66-77.**

**Abstract.** Formation of a new technological order of the economy, based on the informatization and digitalization of economic relations, naturally enriches the functional content of the business. The spheres and subjects of analytical research of the business environment, both external, formed by the market, and internal, formed by intra-organizational conditions of entrepreneurial activity, expand accordingly. The purpose of this study is to determine the incompleteness of the formation of a functional business analytics, due to the existence of different approaches to the definition of its substantive content and areas of conduct. The research was based on the methodology of system analysis, which allows to study the processes and phenomena of economic reality in their interrelation and interdependence. The study is based on a functional approach to substantiating the content of business intelligence in the context of its functional capabilities. The work implements general scientific methods for studying the genesis of the phenomenon under study and the gnoseology of its essence, scientific controversy, structuring the subject of research, goal-setting. The author formulates the main target distinction of the market segments of services in the field of business intelligence related to the interpretation and application of large amounts of information, determining the formation of two basic approaches to understanding the essence of business intelligence: highlights new trends in the development of business intelligence, coupled with the enrichment of its functional content: the displacement of the object and subject of analytical activity of business entities in the external, market environment; complication of the structure of information storage and processing, and increased requirements for the operational presentation of business information to interested users. Taking into account these trends, the position on the incompleteness of the formation of the functional of business analysts has been proved.

**Keywords:** business analytics, business entities, business processes, business analytics functionality.

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**Cooperation culture development strategy in the office space of companies: theoretical explication of problem statement. P. 78-94.**

**Abstract.** In order to effectively operate organizations, it is necessary to unite a large number of employees. At the same time, managers, top managers, who act as organizers of cooperation, should coordinate their actions, building communication and forming relations between them. Thus, any economic entity, as in other matters, and any joint activity is based on cooperation and successfully functions due to cooperation. In order to organize effective interaction between people, there is considerable interest in exploring a culture of cooperation. The purpose of the work is a theoretical presentation of the strategy for developing a culture of cooperation in the office space of companies. The implementation of research tasks was achieved on the basis of comparative and theoretical analysis. In the study of cooperation as a scientific category, its multidimensionality, versatility and breadth of understanding and interpretation are demonstrated. The paper reflects the connection of the meaningful meaning of the term “cooperation” with a number of categories. The article proposes a structural structure of the cooperation process. It is argued that cooperation acts as a fundamental sign of management of employee behavior, as its integral characteristic. The organization of effective interaction, which undoubtedly is strengthened when participants possess a culture of cooperation, is considered. It was concluded that a business partnership in the framework of one office center is a trend for collaboration. The authors focus on the fact that in order to improve the efficiency of the work of employees, proper organization of office space is needed, which can be performed in several styles. It is strongly emphasized that in order to create a business atmosphere it is necessary to determine the type of space: a closed layout, an open space and a mixed space. In modern conditions, to enhance cooperation as a system of relations between the subjects of interaction, it is advisable to permanently use modern methods of organizing office space. The authors of the article seem expedient in the era of digital transformations when addressing the problem of effective cooperation to focus on agile-transformation as large-scale changes in space, which are the result of new business processes.

**Keywords:** cooperation, social interaction, interpersonal cooperation, organizational cooperation, interfirm relationships, culture of cooperation, organization of office space, agile transformation, self-management.

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**To the question of the essence of property security and its role in the security system. P. 95-106.**

**Abstract.** Economic security of an enterprise is a multifaceted concept and incorporates various functional components. This means that it is necessary to determine the direction of its provision, taking into account these structural elements. If currently in the scientific literature one can find a large number of publications devoted to financial, personnel, information security, then the issues of property security have not yet received proper development and coverage. If this topic is considered, then, as a rule, in the context of the legal aspects of ensuring the safety of property, without an adequate assessment of the economic aspects of property security. This proves the relevance of the chosen topic and predetermined the direction of this study. The purpose of this study is to systematize and develop theoretical statements on the nature and role of property security. During the processing of the material, both general scientific dialectic methods (analysis and synthesis, deduction and induction, detailing and generalization, systematic and comprehensive), and applied science methods, laws and principles of formal logic were used. In the course of the study, it was proved that property security is a part of economic and public security, it closely interacts with other types of security, fulfilling a supporting role that has its manifestation features at the macro and micro levels. The article presents the author's interpretation of the concept of "property security of an enterprise", presents the author's vision of ensuring the role of property security at the macro and micro levels.

**Key words:** national security, economic security, property security, property, property complex, property, property rights and obligations, property security objects.

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**Regional and normative-legal problems of small innovation enterprises development created at higher educational institutions of Russia. P. 107-119.**

**Abstract.** Creation of small innovative enterprises at universities (SIEU) has passed the period of formation, and at this stage this type organization's life cycle should begin to bring the first significant fruits in the creation and production of high-tech products. However, this requirement is not met everywhere. Its implementation requires conceptual development, methodological framework and methodological support, as well as further practical support not only at the federal, but also at the regional level, integration with both state and private partners. In this regard, the purpose of this research was to study the dynamics of the behavior of the SIEU, to analyze and diagnose problems in the field of regional policy and regulatory framework that impede the production of high-tech products of the SIEU region. The systematization of factors and conditions for the effectiveness of their activities was carried out, and ways for solving the problems identified were outlined and refined. The conclusion is made about the need for a systematic approach to solving the key problems of small innovative entrepreneurship, a number of conceptual solutions-prerequisites for its development and support are presented and presented. With this in mind, an integrated scheme for the functioning of the SIEU within the cluster approach and territorial marketing, based on the wider use of their tools, is proposed.

**Key words:** region, small innovative enterprises at universities (SIEU), regulatory and legal framework, state support for SIEU, formats of work of SIEU, factors, resource constraints, regional clusters in integration with SIEU.

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**Intangible assets management as a factor of increasing organization's competitiveness. P. 120-129.**

**Abstract.** Modern economy in the context of globalization and development of the information society is characterized by a high degree of competition in various fields. In this regard, a special role is played by the methods of management of the organization's interaction with the external environment. These methods include methods of organization's intangible assets management, which increasingly have an impact on the financial results of a business entity. The purpose of the article is to reveal the essence of intangible assets as a factor affecting the competitiveness of the organization in modern conditions. The relevance of the study is due to the tendency to increase the number of small businesses, and as a consequence, the tightening of competition between them, the success of which cannot be achieved only through material resources. A strategic approach is applied to the management process of intangible assets, which is characterized by the representation of the long-term development prospects of the organization, as well as the presence of a strategically oriented portfolio of intangible assets. The results of the article are the analysis of existing methods of valuation of intangible assets: income, cost and comparative. It is concluded that the problems of management of the efficiency of the use of intangible assets by enterprises of Russia are extremely relevant at the present time. On the basis of a system of competitive behavior strategies put forward by Yudanov, recommendations for the management of small business are formulated.

**Keywords:** intangible asset, competitiveness, intangible assets management, intangible assets valuation, competitive behavior strategy.

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**Socio-economic indicators of sustainable development and assessment of the situation in the region (Ulyanovsk region as a case study). P. 130-145.**

**Abstract.** Sustainability of economic development is shaped by a variety of factors, among which, by the degree of influence, one of the leading places is occupied by the asynchronous pace of the economic dynamics of the regions. The purpose of this work is to assess regional situation according to the method of N.D. Kremlev in the context of socio-economic indicators of sustainable development with the Ulyanovsk region as a case study and the analytical rationale for the conclusion that the region complies with the criterion of sustainable development. The study was based on the methodological principles of sustainable regional development, the interrelation of the social and economic components of the development process, the objectivity and reliability of the initial informational basis for assessing sustainability. The paper used methods for constructing time series and analyzing their dynamics, graphical visualization of results, index analysis, calculation of summary and integral indicators of the sustainability of the socio-economic development of a region using the arithmetic mean and geometric mean. An assessment of the

socio-economic development of the Ulyanovsk region for 2013–2017 was conducted on the main indicators reflected in the official regional reporting. The initial methodology for assessing the sustainability of socio-economic development (the method of N.D. Kremlev) was selected and its main provisions were outlined. The combined and integral indicators of the sustainability of the socio-economic development of the Ulyanovsk region in the evaluation period were calculated, their dynamics were analyzed and a conclusion was formulated that the region corresponded to the criterion of sustainable development.

**Keywords:** sustainable development, region, socio-economic indicators of sustainable development.

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**Organization's economic potential essence and theoretical basis of its use efficiency. P. 146-159.**

**Abstract.** The basis of the economic activity of the enterprise is the economic potential. In it an important place is given to the property potential that provides the life-supporting production component of the enterprise. The economic potential is the main evaluation criterion of the production and economic activity of the enterprise, the effective management of which within the scope of the available resources of the enterprise is necessary to achieve the maximum possible efficiency of its activities. This proves the relevance of the chosen topic and predetermined the direction of this study. The purpose of this study is to systematize and develop theoretical statements about the essence of the economic potential of the enterprise and the economic efficiency of its use. During the processing of the material, a set of general scientific dialectic methods (analysis and synthesis, deduction and induction, detail and generalization, systemic and complexity), as well as applied science methods, laws and principles of formal logic were used. The study clarified the concept of the economic potential of an enterprise as an economic category. It was found that the economic potential of the organization is a generalized characteristic, above all, of its material and labor potentials. The article systematizes the indicators for assessing the effectiveness of using the economic potential of an enterprise. Much attention is paid to factors affecting the effectiveness of the use of the economic potential of the organization and methods of their evaluation.

**Keywords:** resource potential, economic potential, resources, property potential, labor potential, fixed capital, working capital, efficiency.

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**Reputation as a factor of increasing competitiveness of modern organization in the conditions of integration in the digital economy. C. 160-169.**

**Abstract.** In the modern world, radical changes affect almost all spheres of activity of organizations. At the same time, the introduction of new technologies is characterized by a huge speed and is accompanied by a powerful competition. In this regard, business reputation is of paramount importance in the business environment, which is a certain guarantee of stable and long-term operation of the company in turbulent conditions. Of course, the reputation is rightly seen as a factor in improving the competitiveness of modern organizations in the context of integration into the digital economy. Therefore, for the management of the company it is vital to be able to develop and make quality strategic decisions taking into account the principles and technologies of reputation management. However, we should not forget that a prerequisite for the successful implementation of these actions is the presence in the organization of a high level professionalism. The article discusses the main approaches to optimizing the activities of pharmacy organizations in the context of the development of reputation technologies. The authors present the key elements of reputation management in search engines (SERM). Various services that help a reputation management specialist to quickly find all the negative information about the company in the network are described.

**Keywords:** reputation, reputation management, reputation technologies, reputation management in search engines (SERM).

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**Basic principles of integrated structures formation in mechanical engineering. P. 170-180.**

**Abstract.** In modern conditions, machine-building corporations must quickly move to the release of new products, while it is necessary to ensure the required quality of products, tight deadlines for the development of technology and the minimum cost of production. The introduction of new production technologies, the development of new products and the implemented strategy of activities lead to the fact that companies need to restructure the existing organizational structure and there is an objective need for the economic and technological integration of companies. Integration processes contribute to the creation of integrated structures that are able to more flexibly respond to changes in demand, as well as more rational use of material, labor and financial resources. The global machine-building corporations are oriented toward changing the organizational structure, striving for financial and economic integrated structures. The article discusses the method of forming integrated structures, based on the principles of formation and the method of analyzing hierarchies. Modern integrated structures in mechanical engineering represent a vertically and horizontally oriented aggregate of related enterprises, organizations and firms. For the formation of integrated structures, enterprises and organizations are distinguished according to the main features of functioning, while the integrated structure is determined by its structural and technological features. This approach makes it possible to significantly improve the quality of functioning of integrated structures in mechanical engineering.

**Keywords:** integrated structures, principles of operation, analytic hierarchy process, integration, expert marks.

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**Assessment of foreign economic activity of the Republic of Tajikistan as a basis for customs services development. P. 181-190.**

**Abstract.** The state and prospects of the development of foreign economic activity of the Republic of Tajikistan have a significant impact on the development of customs services sector. At the present stage, the foreign trade turnover of the republic has a cyclical nature of development: from 2012 to 2014, there is a tendency of its growth, from 2014 to 2017, the volume of foreign trade is declining, which in turn affects the volume of services provided by customs authorities. The trade balance as a whole has a negative balance, i.e. the excess of imports over exports, whose share is 69,8%. The main import partners are the CIS member states – 59,7% of non-CIS countries account for 40,3%. In the geographic structure of exports, foreign countries dominate (64,1%) – Turkey, Luxembourg, Afghanistan, etc. The main export products are primary aluminum, dried fruit, cotton fiber. Due to the high degree of import dependence from 2010 to 2020, the State Program for the Development of Exports operates in the republic, the share of which is expected to increase to 65%. In recent years, there has been a tendency of import goods of low quality, which indicates a lack of effectiveness of customs control in the country. An important role in the development of foreign economic relations is played by the ratification of the WTO Agreement on WTO on trade facilitation, which provides for the publication of information relating to international trade, which is an important prerequisite for the creation of transparent business practices. In the Republic of Tajikistan, thanks to ongoing reforms, public-private partnerships are being strengthened in various sectors of the economy, including with participants in foreign economic activities.

**Keywords:** foreign economic activity, export, import, customs services, participants of foreign economic activity, WTO, public-private partnership.

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**Application of stochastic network modeling for investment project development. P. 191-208.**

The work was done with the financial support of RFFI  
(project No. 17-01-00315; project No. 19-010-00886)

**Abstract.** The article is devoted to topical issues in the control of investment project development processes in an enterprise. The development of a new instrumental base in this area of the economy will make it possible to bring business to a higher level of development. The scientific novelty in this paper is the study of the possibility of optimizing the control of investment project development processes in conditions when the duration of work is given by stochastic quantities. The randomly assigned duration of the project's work leads to a consideration of the average durations of operations and variances, which are additive under the assumption that the distributions are independent and that there are no errors in the consistently produced estimates. The research methodology is based on the theory of stochastic systems and graph theory, which in turn is a part of set theory. In conducting the study, methods of network economic and mathematical modeling were used. The article describes the methodology for constructing a stochastic network model of the investment project development process. The paper considers a practical example of calculating the parameters of work and events for a network of a project for the reconstruction of a restaurant. Also investigated is the issue of the implementation of the calendar plan of the project. As a result of the application of the methodology, the main characteristics of the network model of the investment project are identified, allowing to study the problems of capital investment with a much greater degree of accuracy and clarity, as well as to justify its attractiveness to investors, managers, analysts and other interested parties.

**Keywords:** investment project development, network model, random duration, stochastic values, investment project development optimization, critical path.

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**Tourists' informing as a factor of tourist industry enterprises' competitiveness. P. 209-217.**

**Abstract.** The article is devoted to the problem of improving the competitiveness of tourism enterprises taking into account various factors, among which the authors emphasize the ability to own and transmit information to the consumer of tourist services. The purpose of this work was to study the process of informing tourists as one of the factors of competitiveness of tourism industry enterprises. The study was based on the application of methods of comparative, system-structural and functional analysis, synthesis and systematization and expert assessments. The article describes the "rules" that provide a competitive advantage in the market of tourist services. The role of the information resource and its management in achieving a competitive advantage by tourist enterprises is substantiated. A typology of consumers of tourist services is proposed depending on the quality of information perception. We study the concept of "completeness" in relation to the process of informing in the implementation of a tourist product. The factors affecting the competitiveness of Russian enterprises operating in the tourist market are described. It is proved that in the current economic realities in the tourism industry, a competitive tourism company, which skilfully uses information and adheres to the rule of completeness when informing the audience of potential and real customers, acts. The information resource allows to ensure recognition of the tourist enterprise and its tourist product, forms the cost and reduces the level of uncertainty of the potential tourist. Personal information of potential and target audience provides an opportunity for the tourist industry to provide a higher level of quality of service, and, as a result, the economic efficiency of their commercial activities.

**Keywords:** information, competitiveness, complicity, consumer, tourist industry, tourist product, tourist market, management.

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**Designing the future development of tourism in the system of regional social and economic policy: methodological justification and evaluation of efficiency. P. 218-230.**

**Abstract.** Due to the increased crisis, planning and implementing tourism development projects at the regional level is of particular relevance. Tourist industry is a complex system in which all elements are interconnected, which suggests the need to plan its development as a system, taking into account performance indicators that reflect the interests of various parties. The article substantiates the importance and necessity of planning and implementing projects for the development of regional tourism. The aim of the research is the creation and testing of methodological approaches to the planning and implementation of tourism development projects at the regional level. To study issues related to the consideration of planning and implementation of tourism development projects in the region, the following general scientific methods were used: dialectics, analysis, synthesis, consistency, complexity. The author has developed a model of a regional tourism planning process using project methods and cross-foresight, proposed methodological approaches to planning and implementing projects, defined a system of indicators for their evaluation. The study found that, for effective planning and implementation of tourism development projects in the Belgorod region, it is necessary to: conduct a detailed analysis of the

external and internal environment of the region, set a desired and realistic goal, define the objectives of tourism development in the Belgorod region, form a budget, implement the project. In the process of project implementation, special attention should be paid to risk management and evaluation of its effectiveness.

**Keywords:** tourism, regional policy, tourism development planning, tourism development program, project management, risk management.

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**Strategic planning as a way of achieving sustainable socio-economic development of regions. P. 231-242.**

The article was prepared as part of the support university development program.  
on the basis of BSTU named after V.G. Shukhov

**Abstract.** This work reflects the results of research and analysis, existing and recommended methods of assessment and analysis of the socio-economic situation in the region, a wide range of methodological and practical problems in this area. Indicators for an objective assessment of social and economic situation of the region are defined. The role of strategic planning in the process of achieving sustainable development of the socio-economic system of the region associated with the improvement of the mechanism of attracting investment in the economy of the region is stressed. Rational choice of the form of territorial organization in the region is defined as an effective method of achieving socio-economic development of individual territories and regions, focused, as a rule, on the implementation of strategic programs and projects. A method of assessing the level of development of the socio-economic system of the region within the framework of sustainability is proposed. Conclusions about the possibility of a positive trend in the development of the socio-economic system of the regions on the basis of the proposed method are made. As a result, it is concluded that for an objective assessment of the socio-economic situation of the region, it is necessary to expand the analyzed indicators, and their per capita (specific) values are compared with the indicators of the regions-neighbors or regions similar to the subject of the Russian Federation by specialization and type of economy, as well as with indicators for the Federal district and the Russian Federation as a whole

**Key words:** strategic planning, sustainable development, socio-economic system, territorial organization.

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**Assessment of the economic efficiency of the state and municipal procurement system functioning in the region. P. 243-248.**

**Abstract.** Introduction and development of the Federal contract system in the field of procurement initially assumed the existence of budget savings, both at the Federal, regional and local levels of government. First of all, when assessing the normative legal acts in the field of procurement for state and municipal needs, the author reveals that this mechanism is carried out by reducing the initial maximum price of the contract during various types of procurement procedures. At the level of constituent entities of the Russian Federation, budget savings are calculated by simple economic indicators in absolute and relative values without in-depth analysis and development of individual indicators of financial security, the level of satisfaction of social needs. According to the author, evaluation of the effectiveness of the system of state and municipal procurement involves the use of the effects of the organization of procurement activities. From the author's point of view, the economic efficiency of procurement procedures for state and municipal needs in the regional aspect can be estimated from the following positions: assessment of expenditures on state and municipal procurement to the value of the gross regional product; evaluation of indicators of economic efficiency of procurement (the level of financial security of

state / municipal procurement; level of satisfaction of public needs). The author calculated the indicators of economic efficiency of procurement for state and municipal needs, made conclusions as a result of the evaluation of these indicators. In the future, the author proposes to draw the attention of regional customers, as well as the authorized bodies of state power in the field of procurement to increase the level of satisfaction of public needs.

**Keywords:** social need, economic efficiency, satisfaction, security, financial stability, regional aspect, contract system.

## **Economy of Labor and Labor Relations**

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**Balanced scorecard as an element of industrial enterprise personnel strategic management. C. 249-257.**

**Abstract.** The purpose of this study is to develop a methodological framework and a mechanism for the formation of a balanced scorecard as an element of the strategic personnel management of JSC «KEAZ». To carry out analytical work and to obtain specific conclusions in order to form the proposals of the project part of the study, various methods of analysis were used: induction, deduction, comparison, abstract-logical analysis, and modeling. The article discusses the experience of using the Balanced Scorecard (BSC) for solving the strategic goals and objectives of KEAZ of Kursk. The basic idea of using the BSC is that non-financial goals are taken into account in the strategy of the company, along with financial indicators. In the BSC of JSC «KEAZ» emphasis is placed on strategic personnel management as a key resource of the organization. The use of the KPI system in the enterprise is currently an effective tool for personnel management and has several advantages, which include the following: employee motivation is directly related to the achievement of the organization's business goals; the effect of implementation can be measured and calculated, including in financial indicators; Using this system, it is possible to stimulate employees by applying tangible and intangible incentives. The study showed that a balanced scorecard is an effective tool for implementing the strategy, as well as building an effective strategic management system, which makes it possible to overcome the implementation barriers of the strategy arising from the imperfection of the strategic management system in the enterprise.

**Keywords:** business process, strategic personnel management, balanced scorecard, efficiency, strategic goals, financial performance, non-financial performance, motivation, KPI matrix.

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**Executive search as technology of managed search for exclusive personnel and form of personnel consulting organization. P. 258-266.**

**Abstract.** The article conducted a study of the modern technology of personnel consulting - executive search. The necessity of the use of this technology in the modern conditions of functioning of economic entities is substantiated. The place of executive search in the personnel consulting system has been determined. Executive search is presented as a comprehensive consulting hr-service for the implementation of a managed search for exclusive staff, with its own principles, implementation phases, directions. The reasons for applying to the executive search

services are defined, including the absence of potential candidates for exclusive positions among active labor market participants, difficulties in assessing the degree of success, professionalism and adequacy of the required personnel to the tasks and lack of objectivity in assessing their own problems and the need to attract a new candidate. The key differences between executive search and headhunting and classic recruiting are identified. Particular attention is paid to the stages of the executive search and the actions of human resource consultants at each of the considered stages. The range of qualities and characteristics that an executive search consultant should possess has been formulated, and the most problematic aspects of its activities have been identified. It has been established that executive search consultants are called upon not only to identify the client's problem, but also to suggest ways to solve it, correlate with the development plans of the client company, and also find a specialist or manager who can solve this problem and convince him to work in the client company.

**Keywords:** personnel consulting, executive search, headhunting, recruitment services, personnel consultant, personnel search and recruitment.

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**Theoretical aspects of improving the management of labor protection in the conditions of innovative development of Russian economy. P. 267-275.**

**Abstract.** The purpose of the study is to develop and substantiate proposals for improving labor protection management in the context of the innovative development of the Russian economy. Discussion: innovative development in the digital economy is accompanied by a reduction in the number of working-age population, which should be attributed to the number of threats to Russia's economic security. One of the factors predetermining the reduction of labor resources and labor potential of society is industrial injuries, the presence of accidents with serious consequences and death, the death of workers in the workplace, as well as participation in production processes where harmful and dangerous conditions for health affect workers production factors. The consequence of this situation in the industries of various types of economic activity is a decrease in the number of employees, loss of working time, growth of economic costs and losses for employers and the whole society. In the process of research, theoretical and general economic cognition methods were used: theoretical analysis, formalization, comparative and logical analysis, inductive and deductive methods. Results: the article sets out proposals for building the architecture of a modern labor protection management system based on the results of systematic analysis, assessment and minimization of existing and potential risks, the formation of economic incentives for employers to implement a preventive approach in the field of labor protection at each workplace. These proposals should be used to improve labor legislation in the field of labor protection in the Russian Federation.

**Keywords:** labor protection, industrial injuries, working conditions, economic losses, preventive approach.

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**Analysis of the level and structure of monetary incomes of the population of the Lipetsk region as a factor of migration attractiveness of the region. P. 276-287.**

The article was written with the financial support of the Russian Foundation for Basic Research (project №18-410-480003 p\_a «Impact of demographic and migration processes on the regional employment system and gross regional product»)

**Abstract.** Deterioration of the demographic situation necessitates the need to attract labour from outside the regional labour markets. A distinctive feature of migration flows in the Lipetsk region is a stable negative balance of internal migration and a decreasing positive balance of external migration. Migration movement is to some extent accidental, but the possibility of its occurrence can be taken into account when identifying sustainable factors. The authors on the basis of the review of approaches to the analysis of factors affecting migration flows identified as the most important indicators of socio-economic development of the territory, and, above all, the indicators of income of the population, since the overall structure of migration flows is dominated by labor migration. The purpose of the study is to analyze the attractiveness of the level and structure of income of the population of the Lipetsk region for 2010-2017 for the labor force. To achieve this task, the methods of logical, comparative, economic and statistical analysis, graphical interpretation of data were used. A significant gap between the absolute value of per capita cash income and the average monthly nominal accrued wages of employees of organizations in the region from similar indicators on average in the Russian Federation and the Central Federal Territory (CFT) is determined. The paper draws attention to the decrease in the share of wages in the structure of cash income of the population of the region and the increase in the share of other income, including shadow income. The authors of the article make the conclusion on the insufficient attractiveness of the Lipetsk region for workforce on the considered criterion and recommend the adoption by the regional authorities of measures to strengthen the role of remuneration in the formation and distribution of income.

**Keywords:** regional labor market, migration movement, migration attractiveness, demographic profile of the region, income of the population.

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**Modern personnel technologies as a mechanism for effective management. P. 288-297.**

**Abstract.** The purpose of the research is to study the applied personnel technologies in a particular organization and to develop the directions of their development. The study was conducted using general scientific methods and economic-statistical method. The article deals with the study of modern personnel technologies used in enterprises, taking into account specific management tasks and functions. The object of the study was selected a specific production company of Kursk. The analysis of the used modern personnel technologies at the production enterprise of the city of Kursk. Further, to obtain more complete information, an interview was conducted with the inspector of the personnel Department in order to identify problem areas in the field of personnel management in order to develop effective management solutions to improve the efficiency of employees. According to the authors, the proposed measures to improve the labor system of employees will lead to the creation of a financially successful, dynamically developing company with high employee loyalty and general goodwill in the team. The authors propose their own interpretation of the concept of modern personnel technology. In the article the authors recommend in order to improve the motivation of the personnel of the enterprise to promote areas

related to the improvement of material and non-material incentives, the development of social and labor sphere, the use of social package of personnel.

**Key words:** labor economics, personnel management technology, labor system efficiency of employees, human technology.

### **Marketing, Commerce and Logistics**

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**To the question on development, implementation and evaluation of the marketing strategy of a university to ensure competitiveness. P. 298-312.**

**Abstract.** The purpose of the study was to justify the need to apply the marketing strategy of universities to increase their competitiveness, to develop an algorithm for the formation of a marketing strategy for universities, and to justify the main directions of its implementation. The study used general scientific research methods (methods of synthesis, induction and deduction), as well as special economic research methods. The article proposes an algorithm for the formation of a university marketing strategy, including an analysis of the educational services market and the labor market, an analysis of educational programs taking into account the needs of the labor market, identifying labor market trends and employers' needs, and a description of its stages. The proposed algorithm is aimed at improving the competitiveness of the university and involves an analysis of the educational services market, an analysis of the labor market for each specialty, a field of study (profile), an analysis of educational programs taking into account the needs of the labor market at present and in the future, identifying labor market trends and employers, the definition of modern ways of promoting the university and educational services, the development of ways to increase the loyalty of the target audience and commitment to the university. The article describes the characteristics of the university's marketing strategies, substantiates the main directions of the activities of universities in marketing strategy implementation; given the characteristics of marketing approaches of foreign universities to attract applicants; and presents some results of the analysis of the websites of foreign universities in terms of marketing strategy implementation.

**Keywords:** university marketing strategy; increasing competitiveness; educational services market; labor market.

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**Modern trends and technologies of construction of advertising communications in social media. P. 313-321.**

**Abstract.** Around the world, social media is gaining increasing popularity. Not only people of all ages learned how to use them for their own purposes, but also various enterprises and organizations with the aim of implementing advertising communications. The purpose of the scientific article is to analyze the development of social media from the standpoint of the effectiveness of their use in advertising communication. The validity and reliability of the research results are based on the use of general scientific methods (dialectics, analysis, synthesis, consistency, complexity). The article highlights and discusses the trends in the development of social media most sought after by users: social networks and instant messengers. The authors presented an analysis of the popularity of messengers among the population, identified and justified the reasons why social networks are inferior to them, highlighted the advantages of the Instagram platform over other social media, which led to its rapid development in the market of advertising communications. The author's position on the content of the concept of "the level of involvement of the social media audience" and indicators that allow it to quantify is substantiated. Particular attention is paid to the characteristics of modern social media technologies, such as: video, podcasts, live broadcasts, augmented reality, etc., their relevance in advertising communications has been proved and prospects for further development have been determined.

**Keywords:** advertising, advertising communications, social media, instant messengers, social networks, podcasts, augmented reality technology.

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**Diagnostics of institutional, innovative and marketing environment in the regional aspect. P. 322-333.**

**Abstract.** The article is devoted to statement of results of a research and the analysis of existing and the recommended administrative approaches to formation in the region of mechanisms of assuring the institutional, innovative and marketing environment. In it the wide range of methodical and practical problems connected with creation of favorable innovative climate at the level of the region and its components taking into account such concept as multi-spatiality of the region is considered. The subject of the article is the methodology of the analysis and assessment of factors of regional competitiveness, in particular, of the innovation and marketing character. The role of the institutional environment in this process is considered, the main problems and trends of its forming and functioning are noted. The authors specified the essence and contents of such term as regional communication potential and also the main valuation methods of this parameter when performing regional diagnostics. Provisions and methodical approaches to development of the existing methodical device in this area are stated. The stated author's approach to the analysis and assessment is directed to studying of the regional innovation and institutional environment as dynamic and changeable spontaneous substrate. The schematic structure of the regional institutional and innovation environment (RIIS) with the potentials which are its part is presented: communication, marketing, investment, innovation and intellectual availability; their essence, assessment parameters are considered. Results of a research confirm expediency of an integrated approach to performing diagnostics of RIIS by assessment of its structure and dynamics in time.

**Keywords:** regional social and economic system, regional competitiveness, innovative environment, territorial marketing, potential, development indicators.

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**Modern project management methods for determining it companies' competitive advantages. P. 346-357.**

**Abstract.** In modern realities, the provision of competitive advantages of economic entities of the IT industry depends on the means and methods of management. One of the fundamental principles of successful completion of the project (software development) within the agreed time frame with the customer is the cause-and-effect analysis of business processes and team work of performers. Currently, in the management environment there is not only the improvement of the principles of (functional) management, but also the increasing use of Western principles of project management – both for the optimization of individual sections of the functioning of permanent organizations, and for the implementation of individual projects with a clearly defined duration of stages. The purpose of this study is to investigate project management methods based on the principle of Agile, and the development of an algorithm for automation of accounting and management for sustainable development of the enterprise. The article presents a comparative description of project management methods based on the principle of Agile, practical recommendations for the use of Scrum and Kanban, Lean methods. The study was based on the system, structural and functional approaches to the organization of project management of IT-companies. The conducted research proves the necessity to choose the method of project management to ensure competitive advantages of IT-companies.

**Keywords:** method, project management, стандарт RMBOK standard, Agile principle (methodology).

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**On competition in the advertising market of Russia. P. 346-357.**

**Abstract.** This article attempts to assess the state of the advertising market in Russia (formed in late 2018-early 2019) by applying quantitative methods of assessing competition, which are more typical for the assessment of classical commodity markets. As instruments of the research are the most common methods of competition/concentration in the industry: market concentration ratio, relative concentration index of market concentration, Herfindahl-Hirschman index, entropy coefficient, and Hall-Tideman index. The purpose of this article is to test the hypothesis of the possibility of using standard methods for assessing competition/concentration in the industry in relation to advertising services provided by Internet agencies. The author hypothesizes that many quantitative methods used to assess competition will reflect the state of the advertising Internet industry incorrectly. The author puts before himself such tasks as: to consider the condition of advertising market in Russia and the position of major participants (players) in the market; to give an overview of the main assessment tools of competition; to apply the "classical" tools of assessing the competition for assessment of concentration and competition in the advertising market of Russia; to summarize the results of the calculation of certain factors by creating a common (averaged) indicator assessing the competition; to make conclusions about the applicability of such methods for the calculation of competition in relation to the advertising market of Russia. The hypothesis put forward by the author that not all the main methods of determining the concentration/competition in the industry are suitable for the Internet advertising market was confirmed. The most objective were the following methods: Herfindahl-Hirschman index and Hall-Tideman index.

**Keywords:** advertising market, segmentation, competition, market research, advertising budgets, market concentration ratio, market share, relative concentration ratio, Herfindahl-Hirschman market concentration index, entropy coefficient, Hall-Tideman index.

## Cooperation and Entrepreneurship

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### **Role of entrepreneurial initiatives in improving the organization of petrochemical complex enterprises' production. P. 358-369.**

**Abstract.** The aim of the study is to identify the role of entrepreneurial initiatives in improving the organization of production of petrochemical enterprises. National security, economic growth and technological development cannot be achieved without the petrochemical industry. The methodological basis of the study was general scientific approaches to the study of the role of entrepreneurial initiatives in improving the organization of production of petrochemical enterprises – system analysis, description, structural and functional analysis and cause-effect relationships. To achieve this goal, the analysis of modern trends in the innovative development of enterprises of the petrochemical complex of Russia is carried out; the role of state support for the advanced development of the petrochemical industry is substantiated; the key problems in the oil refining industry that require the interaction of large enterprises with small and medium-sized enterprises are identified. It is concluded that the opening of small and medium-sized enterprises in the petrochemical industry, their interaction with large enterprises, in the recycling of raw materials will create conditions for increasing profits; creating new jobs, which helps to reduce unemployment; increasing tax revenues to the budgets of different levels; as well as improving the competitiveness of the petrochemical industry.

**Keywords:** organization of production, entrepreneurship, petrochemical complex.