

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

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**Factor importance of project management as a new management culture in the system of public and municipal management. P. 9-22.**

**Abstract.** In the conditions of constantly increasing competition, it is necessary to constantly develop, relying on the effective components of management. In this regard, there are more and more tasks, the implementation of which requires a design form of management. One of the most effective management cultures and methodologies that are effective in market conditions is project management. The aim of the study is to demonstrate reasonably the factor significance of project management as a new culture of management in the state and municipal management system using an array of modern tools: methods of comparative theoretical analysis and analysis of official statistical data, method of comparative analysis, tools and techniques of a systematic approach. The article shows a steadily growing interest in project management from both theorists and practitioners. Attention is focused on the development of the project approach as a promising form of management and its wide and active use in the activities of state authorities. Summarized is the information on the implementation of project management in the Belgorod region. The result of the study was the identification of the most relevant and significant directions for the system of state and municipal government. The growing role of marketing projects is grounded, for the successful implementation of which knowledge of project management methodology is needed. The conclusion is made about the need to introduce multi-project management, in the process of which, along with the change in the nature and functions of personnel management, the system of in-house personnel training, as well as priorities in the development strategy, are subject to changes. The relevance and practical significance of the use of large-scale infrastructure projects that are important for the development of key sectors of the economy and ensuring regional financial stability in rather difficult economic conditions are shown. The applied aspect of the problem under study can be implemented in the system of state and municipal government of the regions. The feasibility of the dissemination of experience through project and project-analytical seminars that contribute to the formation of new knowledge in the field of innovation, the analysis of existing problems, the development of new ideas and projects, as well as the skills of project work has been identified.

**Keywords:** project management, project activity, project teams, project activity index, project thinking, project seminar, multi-project management, infrastructure project.

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**Optimal transferable utility distribution. P. 23-31.**

**Abstract.** The article presents an analysis of the ways of forming sustainable cooperatives for managing the collective form of ownership and formulates the principles for the optimal distribution of side payments. The methods of game theory investigated the features of the interaction of coalition players with different status and the influence of the intra-group hierarchy on the effectiveness of adopting collective strategies. It is shown that the primary analysis of achieving maximum utility can be carried out by matrix (bimatrix) methods of non-coalition games and the theory of optimal Nash equilibrium strategies by reducing the game of a large coalition to a game of two persons. It is shown that having two drawbacks: emptiness and multiplicity, the core of divisions, based on the ideology of building non-dominated strategies, can be effectively overcome by the procedure of forming a single division in the form of the Shapley vector, which, a priori, is devoid of the indicated disadvantages. The method of forming a single division of transferable utility is based on rigorous mathematical principles and can be used as a method for “fair” distribution of side payments in any cooperative game adapted to Shapley's axioms. An important feature of the proposed approach to the division of total profits is its independence from the psychological costs of the negotiation process on issues of “fair” distribution.

**Keywords:** sustainable cooperation, collective ownership, coalition game, transferable utility, side payments, optimal distribution, collective strategy, division, Shapley vector.

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**Impact of engineering services sphere on the development of the real sector of the economy. P. 32-41**

**Abstract.** The aim of the study is to identify the role of engineering services in the development of the real sector of the economy. One of the applied aspects of the service sector is the provision of consulting services or the service of the real sector of the economy. In this regard, the service sector is able to contribute to the achievement of sustainable production through the use of such tools as engineering. The methodological basis of the study was general scientific approaches to the study of service economy – system analysis, description, methods of analysis, synthesis, structural and functional analysis and cause-effect relationships. To achieve this goal, a review of the market segments of technological engineering by sectors of the economy; the main complex directions of engineering of stable chemical productions and supply chains of petrochemical complex as one of actively developing areas in the sphere of engineering services are defined, and also the key strategic directions of development of the enterprises in the conditions of transition to digital economy are revealed; the scheme of the Engineering center activity organization is offered. It is concluded that the engineering activity is one of the drivers of the industrial complex service sector development. One of the forms of support for engineering in the context of globalization is the use of open innovative models that combine the efforts of the state, science, suppliers, customers, technobrokers and other stakeholders in the process of creating high-tech value chains and knowledge to achieve global optimum. The development of the service economy involves the integration of innovation and engineering activities of the real sector of the economy and services to achieve sustainable production through innovation, where the primary factor will be the cooperation of network partners in the implementation of consulting, management and engineering activities.

**Keywords:** services, engineering services, real sector of the economy, engineering centers.

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**Business prospects of domestic corporations in the context of international standardization of sustainable development. P. 42-54.**

**Abstract.** More than twenty years ago, Russia ratified a number of basic United Nations documents determining the sustainable development of civilization for a strategic perspective. However, the implementation of these documents, as well as the very concept of sustainable development, in practice is slow. The purpose of this study was to concretize conceptual provisions for the standardization of sustainable development at the international level, benchmarking the experience of domestic corporations (RusHydro, Vnesheconombank, Sakhalin Energy, and Severstal) to meet the requirements of the standards defining strategic prospects for business development. The methodological basis of the work consisted of the provisions of the concept of sustainable development, systemic and dialectical approaches to the study of the relationship of its component components: economic, social, environmental. The work has implemented methods for content analysis of the regulatory framework for sustainable development, goal setting and goal achievement, standardization, indicative and structural analysis, business benchmarking of socially responsible corporations, strategic forecasting of business prospects. The basic provisions of the concept of sustainable development in terms of developing regulations for economic, social and environmental development that meet the criterion of sustainability have been specified. The results of benchmarking the experience of domestic corporations (RusHydro, Vnesheconombank, Sakhalin Energy, Severstal) on the implementation of the requirements of sustainable development standards in business practice are presented. Strategic perspectives of corporate business development are outlined, meeting the requirements of the standards of sustainable development in the economic, social and environmental components of its structure.

**Keywords:** sustainable development, socially responsible corporation, standardization of sustainable development, goals and prospects for business development.

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**Analytical substantiation of managerial decisions on the basis of a functional-cost approach. P. 55-63.**

**Abstract.** High rates of development of the world economy, unstable dynamics of demand and prices for products necessitate a search for internal reserves to optimize management decisions. A modern management method aimed at solving this problem is a functional-cost approach, which allows not only to estimate the cost of proposed activities and projects, but also to identify priority areas and sub-processes that require rationalization. This article presents the results of a selective sociological study of the organizations of the city of Belgorod as

representatives of the business community, aimed at studying the relevance of the substantiation of management decisions based on the functional cost approach. The authors substantiated the need to use the functional and cost-based approach for making management decisions, conducted a sociological study to identify the frequency of use by the organizations of the city of Belgorod of the functional-cost approach. The functional approach is important for understanding the system. It is the functions that determine the structure, content of the management system, the distribution of rights, powers and responsibilities of individual bodies and officials. The correlation of the functions of the control body with the controlled object provides information on how necessary this body is. The correspondence of the functions of the management system to the functions of the production system is a necessary condition for the effective construction of organization management systems, since the management system does not exist by itself, not for itself, but to ensure the effective functioning of the production system.

**Keywords:** functional-cost approach, managerial decisions, functional cost methods, business community, case study.

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**Regional institutions quality influence on the innovative activity of regions. P. 64-76.**

**Abstract.** Studying the experience of developed countries demonstrating the dynamic growth of innovation development shows that the intensity and effectiveness of innovation activity directly and greatly depend on the quality of the institutional environment – on average, greater innovation activity is observed in countries with higher quality institutions. The article analyses the specifics of the influence of the quality of regional institutions on various indicators of the innovation activity of the subjects of the Russian Federation. An indicator for assessing the quality of the institutional environment in the regions of Russia proposed to use the Index of “Quality of Innovation Policy” used in the calculation of the Russian regional innovation index. Using the method of correlation analysis, the work concludes that high rates of innovation activity of the subjects of the Russian Federation depend not only on the availability of key institutions and tools to support innovation (developed regulatory legislation, a specialized coordinating body, a regional development institute, financing innovative projects from a consolidated budget), but also on the specifics of the application and use of the institutional infrastructure existing in the region. In the course of the study, government support measures were revealed that had the greatest impact on innovation activity in Russia, identified current trends in the process of innovation commercialization and the formation of high sustainable demand for them from large businesses.

**Keywords:** institutional environment, innovation, quality of institutions, innovation activity, regional policy.

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**Use of lean production principles for quality achievement and competitiveness of products. P. 77-86.**

**Abstract.** The modern behavior model of the economic entities aimed at obtaining positive economic dynamics demands maintenance of high level of quality and competitiveness of products. In the article on the basis of large technological enterprise at the Republic of Mari El

possibilities of application of lean production on the way of decrease in losses and increase in value of the made operations on the basis of continuous improvement are estimated. Level of competitiveness of the enterprise depending on scales of lean production methods is revealed. The importance of a human factor, namely management, motivation, an initiative, within submission of offers on improvements by personnel and also need of orientation to decrease in the accompanying transactional expenses is emphasized by transfer of information signals. On a concrete example of improving technological operation within design activities for improvements types of the got economic advantages are defined and their scale is estimated. Despite the extensive documentary base developed during the five-year period for the organization of introduction and application of lean production it is required to focus more attention to interrelations of consumer value and the amount of financial investments at implementation of the drafts on improvements introduced by employees of the enterprise.

**Keywords:** lean production, quality, competitiveness, value, principle of continuous improvement.

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**Main factors affecting sights attendance. P. 87-97.**

**Abstract.** Tourism is one of the most promising, highly profitable and dynamically developing sectors of the economy. The development of tourism allows the region to provide economic stability. The tourist flow formation contributes the presence of interesting, popular attractions. Generally, there is an increased interest of the tourist flow to the objects of the western and south-western Crimea. It is determined that from the beginning of the 2017 year, most of all tourists have rested on the Southern coast of Crimea - 43.5%, on the Western coast of Crimea - 22.7%, on the Eastern coast of Crimea - 20.3%, these indicators from total number of tourists. Distribution of tourists in the regions of Crimea are reflected. Tourist interest on this territory requires continuous assessment and analysis to ensure improvement of quantitative and qualitative key indicators of the tourist climate in the region, as a result of which a list of target sites of attractions has been formed. Assessment of each attraction object by 10 criteria has been made. Objects placement based on their level of attendance has been presented. The level of visits to attractions, the age of the main visitors, the share of objects by type and accessibility, the periods of their attendance have been established. The cost of visits and transport infrastructure has been rated. As a result of the research, it was found that most of the objects do not have sufficient provision of comfortable infrastructure; it is necessary to create a rest culture, setting the priority of family spending time; it is proposed to create cultural and entertainment facilities on the site of the settlement Frotovoe to Lyubimovka in order to increase the intensity of the tourist flow of this district.

**Key words:** tourism, Crimea tourism, sights of Crimea, the sights object placement, factors affecting attractions attendance.

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**Customs transit quality control improvement taking into account the legislation of the Eurasian economic union. P. 98-105.**

**Abstract.** In the context of the development of integration processes, the formation of a single customs space, special attention is paid to customs control when applying the customs procedure of customs transit. The article discusses the main changes in the customs legislation in connection with the adoption of the Customs Code of the Eurasian Economic Union (EEU Customs Code) in relation to the customs procedure of customs transit governing the use of information technologies. In this regard, both scientific and practical need to carry out a study on the study of improving the quality of control of customs transit through the use of electronic declaration of customs transit are being actualized. The article discusses the methodological approaches to improving the quality of control of customs transit through the use of electronic declaration, reveals their advantages and disadvantages. The purpose of the article is to study the methodological approaches to improving the quality of control of customs transit on the basis of the use of electronic declaration, identifying their advantages and disadvantages, studying the experience of practical application. The study used general scientific methods (observation, comparison; economic and statistical data processing methods (grouping, comparison). As a result of the study, advantages and disadvantages of methodological approaches proposed in the economic literature for assessing the quality of customs transit control using electronic declaration were identified. Indicators allowing to draw a conclusion on improving the quality of customs transit control using electronic declaration.

**Key words:** Eurasian Economic Union, customs regulation, preliminary informing, electronic declaration.

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**Continuous training of personnel as a factor of successful activity of organizations in the sphere of hospitality. P. 106-117.**

**Annotation.** The task of improving the competitiveness of hotels in the prevailing market conditions actualizes issues related to the training and development of staff competencies. Highly qualified staff is able to offer ways and methods of providing additional services to attract and retain customers, increase the efficiency of the hotel business. The purpose of the research is to study the modern directions of personnel training in the hotel industry. The author shows the dynamics of the number of accommodation facilities in the Belgorod region, justified the importance of continuous staff training in the field of hospitality, studied the experience of global hotel chains, and suggested ways to improve the learning process. The article indicates the possible consequences of late training of hotel staff and other means of accommodation, gives an example of the core competencies of the staff of the contact area and the corresponding training programs and identifies the main reasons for the choice of training programs leadership. An algorithm for the work of the HR department of the hotel industry has been proposed, which includes defining the main tasks of training, drawing up a list of necessary skills and abilities for various positions, identifying priority training areas for each employee, selecting a training specialist and coordinating with him the format of work. The implementation of programs for continuous training of accommodation facilities staff will improve the level of service in the hospitality industry of the Belgorod Region, activate small and medium-sized businesses and contribute to the socio-economic development of the region.

**Keywords:** training of hotel personnel, ensuring staff loyalty, competitiveness.

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**Evaluation of the Russian Federation regions functioning environment. P. 118-127.**

**Abstract.** Forecasts play an important role in the functioning of the region, in the development of which it is necessary to take into account the influence of external and internal factors of development. Regional forecasting is the primary tool of the substantiation and development of prospects of development to generate economic and social policies and to take appropriate management decisions. In this regard, there is a need to assess the environment of the region and its role in the development of the theory of forecasting. The article deals with topical issues of forecasting of socio-economic development of Russian regions in modern conditions. The criteria for assessing the specifics of the development of Russian regions are defined. Internal and external factors that indicate the prospects for the development of the region are identified. Factor analysis as well as methods of processing and analysis of time series were used to assess the environment of functioning of the regions of Russia, which allowed to identify the causes of disproportion of socio-economic development. In addition, the factors that influence the formation of prospects for the development of the region were identified. It was determined that the greatest influence is exerted by internal factors, including: the production potential of the region, the demographic situation and labor potential of the region, the investment potential of the region, the innovative potential of the region, the level of digitalization of the region's economy and the infrastructure of the region. The author proposes a system of key characteristics that reflects the role of each factor in the development of the region and with the help of which it is possible to build different versions of forecasts of socio-economic processes in the region.

**Keywords:** regional development, region's functioning environment, forecasting, regions' differentiation.

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**Regional peculiarities the population health state and healthcare system organization in sverdlovsk region. P. 128-137.**

**Abstract.** Health care in Russia is an important sector of the national economy, affecting the socio-economic development of the country. Currently, in the conditions of constant underfunding of the industry, the problem of quality and availability of medical care continues to be one of the crucial problems of the industry. In recent years, adopted programs and projects aimed at improving the quality of medical care, socio-economic stability of the country, have had positive results on a number of indicators: in the course of implementation of the State program "Development of health" has increased the life expectancy of the population, however, according to this indicator, the region lags behind similar indicators in the country. The article presents the analysis of the main health indicators for the period from 2005 to 2017; analyzes and identifies the main problems that require regulation by the authorities, adjusting the implementation of state programs, taking into account the identified features of the region. Theoretical and methodological basis was the Orders, Resolutions of the Government of the Russian Federation, regional normative legal acts. The analysis of statistical data was carried out as a result of which the problems of the health status of the region were formulated, the main among which are the problem of reducing the number of district pediatricians and therapists, as well as the decrease in the population of working age.

**Key words:** health care of the region, problems, state regulation.

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

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**To the development of the personnel service functionality in the management of intellectual capital of a high-tech enterprise. P. 138-150.**

**Abstract.** New trends in economic development, due to the formation of the knowledge economy, its informatization and digitalization, the rapid development of scientific and technological progress actualize the role of intellectual capital, which is currently being transformed into a leading factor in the competitiveness of high-tech enterprises, requiring rethinking of the functional content of human resources. The purpose of this study was to substantiate the new functional of the personnel service of a high-tech enterprise in managing its intellectual capital using the provisions of promising management concepts. The methodological basis of the work was a functional approach to the substantiation of the content of the personnel service of a high-tech enterprise in the context of managing its intellectual capital. The study implemented methodological provisions of the concepts of the “balanced scorecard”, “key performance indicators”, the International Standard of Integrated Reporting in relation to the management of the intellectual capital of a high-tech enterprise; used methods of analysis of terminological apparatus, scientific debate, logical reasoning, abstract thinking. The existing approaches to the interpretation of the essence and nature of intellectual capital are analyzed, its resource value for a high-tech enterprise is reasoned. The prospects of using the concepts of the “balanced scorecard”, “key performance indicators”, the International Standard of Integrated Reporting in the management of the intellectual capital of a high-tech enterprise have been proved. The necessity of expanding the functionality of the personnel service of a high-tech enterprise in the management of its intellectual capital is substantiated.

**Keywords:** personnel service, high-tech enterprise, intellectual capital.

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**Conceptual approaches to organization’s labor potential development. P. 151-160.**

**Abstract.** The purpose of the article is to determine the conceptual approaches to the development of the labor potential of the organization in modern socio-economic conditions. The article summarizes scientific approaches to the essence of organization’s labor potential and its structure. It has been substantiated that the solution of the task of developing labor potential should take place at different levels, starting with the implementation of state programs that allow improving the quality and degree of adaptation of labor resources to modern market realities, ending with the internal policy of a single organization aimed at unlocking the labor potential. A

methodical approach to the assessment of the labor potential of the organization is proposed. The possibility of forming a specific strategy for the development of labor potential, depending on the initial situation in the organization, is substantiated: a lag strategy for the development of labor potential, a strategy for balanced development of labor potential, a strategy for anticipating the development of labor potential. The main elements of the created conceptual approach to the development of labor potential is an integral model for determining the level of formation of labor potential, the essence of which is a step-by-step analysis of the level of labor potential by calculating a set of indicators, analyzing correlation relationships, building a correlation-regression model, identifying the influence of factors that provides reliable information for the development and implementation of management decisions for the development of labor of the potential.

**Keywords:** organization's labor potential, labor potential management, concept of labor potential development.

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**Influence of artificial intelligence on labor market. P. 161-172.**

**Abstract.** Labor market promptly reflects the changes taking place in the economic system of society. The current stage of economic development is characterized by a complex of new phenomena, due to the processes of its informatization and the intellectualization of labor. The purpose of this study was to substantiate the influence of artificial intelligence on the professional structure of the labor market, which requires changing the approaches to retraining the population engaged in the economy, rethinking its tasks and directions in the context of the strategic task of building a digital economy. The main methods of studying the problem were the review of international experience in the implementation of retraining programs for citizens in the conditions of the development of artificial intelligence and the assessment of the possibilities of its adaptation to Russian economic practice. The study has implemented methods of ascertaining and formative experiment, expert assessments, strategic forecasting of trends in the development of the labor market, and analysis of the professional employment of the population in the economy. The paper proved a position on the presence of objective prerequisites for the emergence of new professions, functionally interrelated with the processes of digitalization of the economy, and highlighted the positive effects of the labor market under the influence of artificial intelligence, requiring changes in the content and technology of professional retraining. The essence, advantages and functional tasks of the artificial intelligence system in the retraining of personnel for the digital economy are disclosed. The international experience of the implementation of retraining programs for citizens is summarized, taking into account the expected social effects of the development of the labor market from the introduction of an artificial intelligence system.

**Keywords:** labor market, artificial intelligence, advanced training programs, personnel retraining, digital economy.

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**Organization's labor capacity development in modern conditions. P. 173-184.**

**Abstract.** The purpose of this article was to study the "labor potential" and the conditions of its development in Russia in modern conditions. Labor potential has a significant impact on the activities of the company to achieve its goals. It should be noted that the labor potential is a complex phenomenon, which is emphasized by the presence of a fairly wide range of interpretations of this concept. From a practical point of view, it is obvious that it is necessary to create conditions in the enterprise for the development of labor potential in the interests of increasing the efficiency of its use. Its formation and use occurs under the influence of various factors, which creates the need to study both the labor potential itself and the factors determining it in the enterprise. In the interests of the study, the goal was to work out theoretical and methodological support for the development of the organization's labor potential and the develop recommendations for their practical implementation. To achieve the goal set in the study, special methods were used, including dialectic, systemic and integrated approaches to the study of economic phenomena and processes, general scientific methods (observation, analysis, synthesis, comparison), which helped to ensure the validity and reliability of conclusions. As part of the study, the nature and conditions of the development of labor potential were studied. The study of the state, dynamics and efficiency of the use of the labor potential of JSC "Belgorodenergosbyt" was conducted. The concept for the development of the labor potential of JSC Belgorodenergosbyt was developed.

**Keywords:** labor potential, development of labor potential, concept, quantitative changes, qualitative changes.

## **Marketing, Commerce and Logistics**

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**Professional communities strategic direction management as a communication and educational area for the implementation of innovative ideas and practical performance in organizations. P. 185-196.**

**Abstract.** The article demonstrates the importance and key role of professional communities as a tool for implementing innovative ideas and best practices of organizations. A theoretical interpretation of the category "professional community" is given. Theoretical material is presented reflecting the development of various types of professional communities. Network

professional communities are considered as a resource of personnel management. At the same time, one of the tools aimed at the effective management of personnel related to online professional communities is crowdsourcing. The importance and relevance of the combination of online and offline activities in the work of the professional community is emphasized. Using theoretical material and examining practical examples, the features of professional communities in the managerial field were identified, including: the Association of Managers of Russia (AMR), the Russian Time-Managerial Community, the WCC - the National Union of Personnel Officers, the National Union "Human Resource Management" - NASPA. Also reflected are other significant and productive professional communities. The focus is on the business community, which makes it possible to develop both individuals and businesses through communication with like-minded people. It identifies the problem-oriented orientation of the scientific community as a communicative system. The results of an empirical study are presented on the basis of generalizing existing theoretical studies on the problem of management of professional communities as a communication and educational platform in the context of active development of the information and communication environment using logical and comparative analysis. As a result, the authors presented the concept of building a professional community.

**Keywords:** professional communities, network professional communities, professional interaction, professional communication, online collaboration, crowdsourcing, online professional community, business community, professional educational community, internship site.

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**Marketing analysis tools of strategic management system. P. 197-206.**

**Abstract.** Managers of modern enterprises are often faced with certain economic problems, significantly reducing the effectiveness of various management decisions to achieve the strategic goals of the organization. These problems include: the increased flow of circulating economic information, much of which is not structured, contradictory and often comes with a delay; significant orientation only on the financial performance of the organization, which allow to assess the economic situation, namely the result of managerial decisions; the increasing complexity of organizational structure of management of modern organizations; the lack of complete and reliable information about the various activities of the organization, playing a critical role in the growth of their competitiveness; practice has shown that the use of only traditional measures such as profitability, sales volume, etc. currently, it is not enough to make long-term management decisions; little attention is paid to the external environment, as the existing system of indicators often does not take into account the behavior of consumers and existing competitors in the future. The purpose of the study is to justify the use of a set of marketing tools in the analysis of strategic management. The article uses the following methods: induction and deduction, SWOT analysis, Ansoff business screen, Thompson-Strickland matrix. The dynamic process of strategic management in the organization on the basis of the balanced scorecard is allocated. The main directions of development of strategy of the enterprise assuming the stage-by-stage solution of problems of strategic management are defined.

**Keywords:** marketing tools, analysis, strategic management, competition, balanced scorecard, enterprise strategy.

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**Comparative characteristics and development of marketing analysis methods and planning tourism business in the region. P. 207-221.**

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**Abstract.** This article presents a comparative analysis of the existing methods of marketing analysis, in terms of the possibility of using them for research of the tourism market, as well as determining their role in developing marketing strategies for tourism destinations and organizations in the region. The methodological premise is socio-ethical marketing and territory marketing with its instrumental apparatus, in particular, goal-setting, functionality, and segmentation of the territory consumers. Factors of regional development effectiveness were assessed by conducting a SWOT analysis in the tourism sector of the Belgorod region, but, in the development of this classic method, the authors proposed to select factors according to the principle of compliance of their integrated development model and rank them in order to more accurately assess the internal and external potential of the territory based on the strategic choice of future areas of activity in the region. The integrated marketing model of development involves coordination of various branches of business, government and society around tourism as a driver for the development of a territory. In addition to the well-known methods, it has been proposed to apply a three-dimensional market development sustainability coefficient, including a market-commercial, social and environmental component, for the analysis of the tourist market and its environment. Taking into account the current value and future dynamics of this coefficient, joint projects in the field of regional development should be evaluated and selected, primarily on the basis of the content and combining innovative, marketing, social, infrastructure aspects. The article justifies the conclusion that local and regional tourism development strategies should be based on the study of the expanded and ranked factors of the macro environment, microenvironment and internal environment of travel agencies by using the marketing analysis methods discussed in this article, and their modification in new conditions: globalization, integration, clustering and other trends.

**Keywords:** tourism, methods, marketing territory, marketing analysis, SWOT- analysis, PEST -analysis, GAP- analysis, Ansoff matrix, BCG- matrix, McKinsey - matrix, integrated marketing model, tourism sustainability coefficient (TSC).

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**Application of marketing tools in the activity of a consulting company. P. 222-236.**

**Abstract.** The development of the consulting market and growth of competition in it require modern approaches to the presentation of marketing strategies for consulting services. The article presents the types of marketing, recommended schemes of organization of the marketing system, and also proposes methods for building customer loyalty of a

consulting firm (consultant). The purpose of the study is to justify the use of marketing tools in the activities of consulting companies in the implementation of marketing policies aimed at building such communications with customers that will demonstrate high intellectual potential and professionalism of consultants, their independence and objectivity. To achieve this goal, the following methods were used: dialectical (research of processes and phenomena in interrelation and development), structural-functional, situational, comparative, graphical and tabular mapping of economic and factual data. The study showed that consultants, when promoting their services, should be presented in all areas and spheres of advertising, and on the Internet (website, forum, newsletter), and offline (in newspapers, magazines, radio, TV, outdoor advertising). The use of marketing tools aimed at promotion of consulting services, provides an opportunity to get real customers, contributes to the formation of loyalty to consulting in business, forms the flow of information about the need to use consulting services to develop and strengthen business. In this regard, being a highly professional consultant is no longer enough; one must also be able to sell one's services using the full range of marketing technologies and tools.

**Keywords:** consulting, consultation, marketing, business service.

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**Internet resources as an instrument of communication marketing strategy realization for additional professional education services image formation. P. 237-251.**

**Abstract.** The purpose of the research is to study the use of Internet resources as tools for the implementation of the communication marketing strategy of forming the image of additional professional education services. The study used general scientific methods (method of analysis, synthesis, induction and deduction), as well as special economic research methods. In the course of the study, the opinion of potential consumers of educational services on expectations regarding the content of the educational organization of additional professional education (DPE) was determined by a statistical survey of residents in Usinsk aged from 24 to 55 years. In order to clarify the actual situation on the websites of educational institutions of DPE, the websites of five leading educational institutions implementing advanced professional education programs in the Komi Republic were analyzed. As a result, it turned out that the expectations of potential consumers of educational services of advanced professional education and the actual execution of educational institutions' websites have inconsistencies, in particular, most potential customers expect to see on the website information about the programs, their cost and the relationship of training programs with the world of work, career prospects after training. Educational institutions post information about the name of the programs and, at best, about the cost. As an element of the marketing communication strategy of image formation, a typical site map of the educational institution DPE, built on the personalization of clients, has been proposed, recommendations on content filling of sites are given. Due to the prevalence of mobile phones, a typical map of the mobile application of the educational institution of DPE is proposed. At the same time, the issue of financing measures aimed at the implementation of a marketing strategy is updated.

**Keywords:** services, additional professional education, marketing strategy, image, evaluation criteria, information, website, mobile application, map (site, mobile application).

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**Development of methodical aspects and mechanisms to improve marketing communications complex. P. 252-260.**

**Abstract.** The results of this study are aimed at solving the issues of improving the management system of marketing activities of the company. The authors note that modern organizations use complex communication systems to maintain contacts with intermediaries, customers, with various public and government organizations and structures. During the process of marketing communications, a clear program should be drawn up in accordance with the company's strategy, marketing plans and its goals. Thus, improvement of marketing communications complex of firms is an actual direction of scientific research. The authors note that the main efforts to improve the company's promotion system should be focused on improving the process of creating and maintaining a developed marketing mix. To achieve this goal, it is necessary to identify promising ways of developing marketing communications. For effective implementation of all the proposed changes and innovations it is necessary to use a systematic approach. To do this, it is necessary to consolidate the developed proposals into a single mechanism for improving the complex of marketing communications. Thus, it can be concluded that modern companies should use a number of complex communication systems aimed at maintaining the developed contacts with their customers, also intermediaries and various state and public organizations. As a result of the process of marketing communications in accordance with the company's strategy, it is necessary to draw up a specific program aimed at improving and developing a set of marketing activities.

**Key words:** economy, marketing, advertising, marketing communications, efficiency, systematic approach.

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**Consumer cooperation opportunities in the conditions of territorial retail expansion. P. 261-273.**

**Abstract.** The purpose of the article is to show that even in the conditions of the territorial expansion of retail, consumer cooperation, including its trade industry, has not lost the opportunity to be present in the rural market for goods and services. The novelty of the study lies in the fact that the system of consumer cooperation before restructuring is characterized as a business network, and the root cause of the crisis is proved by the loss of a unique dual nature. A new approach is the comparison of the activities of consumer cooperation, which has practically left the zone of socially responsible business, and the two largest retail chains, which fully use the cooperative principles and values, their best experience and push cooperatives out of the rural market. A number of recommendations are given on retaining your market segment and developing the system. Among them is the revival of blanks - a strategic driver for the socio-

economic development of processing, production, catering. Particular attention is paid to the retail trade - the integrator of the entire reproductive process of cooperation, the main distribution channel for products of all industries and activities. It provides for interaction with retail on mutually beneficial terms. The interaction of the Krasnoyarsk Regional Consumer Union and regional trade networks is considered as a positive example.

**Keywords:** cooperative model of management, socialization, customer focus, integration, retail.

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**Risk assessment peculiarities and economic solution selection criteria for cooperative organizations. P. 274-284.**

**Abstract.** The article discusses the essence of business risk from the point of view of a cooperative organization and presents an integral scoring of business risk. The relevance of the study is dictated by the fact that the problems of assessing the business risk of a cooperative organization should be considered in the relationship and interaction with the main estimated indicators of financial and economic activities. The purpose of the study was to develop an integrated business risk assessment methodology based on business risk models for loss of balance liquidity and financial sustainability of a cooperative organization. In this article, the authors substantiated the estimated indicators of the business risk of the financial and economic activities of the consumer union of the Republic of Tyva. The main content of the study consists of methods of financial and statistical analysis, as well as methods of observation, description and comparison. The article presents the author's methodology for assessing the business risks of a cooperative organization based on models for assessing balance liquidity and assessing the business risk of loss of financial stability and independence. The result of the research is the formulated basic rules-restrictions associated with the use of the author's business risk assessment model in a cooperative organization. Based on the study, recommendations for effective management of business risks were developed and measures were proposed to overcome risk situations.

**Keywords:** business risk of financial stability loss, business risk of balance sheet liquidity loss, financial security, integrated business risk assessment models, consumer union, integral score of business risk.

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**History and actuality of cooperative idea in Hamburg. P. 285-303.**

**Abstract.** The beginning of the consumer cooperative movement in Germany was laid by the creation in Chemnitz in 1845 of the Consumer and Savings Association Renovation (Ermunterung). The initiator of the cooperative movement was the liberal bourgeois economist and political figure Hermann Schulze-Delitzsch, who came up with a plan to save the small commodity producers from ruin. The history of cooperation in Hamburg is also directly connected

with the first theorists and practitioners of the cooperative idea. In the process of research, theoretical and general economic cognition methods were used: theoretical analysis, formalization, comparative and logical analysis, inductive and deductive methods. The purpose of the study is evidence that the emergence and development of various types of cooperatives is inextricably linked with the trade union movement both directly in this city and in Germany as a whole. In the process of research, theoretical and general economic methods of knowledge of socio-economic processes were used: theoretical analysis, formalization, comparative and logical analysis, inductive and deductive methods in their interconnection and interdependence. The authors come to the conclusion that one of the prerequisites for the successful creation of a new cooperative organization can be the human factor. It is shown that at least one person is required who possesses high endurance and a high threshold of resistance to various difficulties, who really assesses his chances and the possibility of bureaucratic barriers and, at the same time, solves these problems.

**Keywords:** cooperative idea, consumer cooperatives, production cooperatives, «Rochdale equitable pioneers», trade unions, insurance fund.

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**Structural changes in processing activities as a stage of regional food market development. P. 304-313.**

**Abstract.** Transition to market conditions for the development of the procurement industry has predetermined significant structural changes in the composition of economic actors and the relationship between them. The purpose of the article is to characterize the structural transformations that have taken place in the procurement activity in the regional food market and, on their basis, to propose the main directions of its development. The studies were conducted on the basis of the analysis of the regulatory framework, based on statistical data, practical experience of participation in procurement activities. The existing legal framework for the procurement of food was studied, an analysis of which showed the absence of its isolation at the federal level. Identified territorial location of the procurement of basic food products in the Siberian Federal Territory. The potential of procurement activity in the regions of the Siberian Federal Territory is determined on the basis of a consumption deficit: potatoes, vegetables, fruits and berries, milk and dairy products, eggs and fish. The authors show the infrastructure of procurement activities in the pre-reform period. The main structural changes in the procurement activities of the regions of the Siberian Federal Territory are identified. The main problems of the development of procurement activities are united in 4 groups: personnel, accounting, organizational and financial. The main stages of the movement of goods blanks are highlighted. The main directions of the revival of the procurement industry in the macro-region are proposed.

**Keywords:** changes, structure, procurement activities, food, market, Siberian Federal Territory.

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**On the issue of cooperative education in member countries of the international Cooperative Alliance. P. 314-322.**

**Abstract.** Professional cooperative education in the conditions of market relations is considered as a branch of the activity of consumer cooperation, just as important as retail, wholesale trade, public catering, and the cooperative industry. The importance and importance of cooperative education are set out in Recommendation No. 193 of the International Labor Organization «On the promotion of the development of cooperatives» (along with «Excerpts from the declaration on cooperative identity adopted by the General Assembly of the International Cooperative Alliance in 1995») adopted in Geneva on 20.06.2002 at the 90th session of the General Conference of the ILO). In particular, the Recommendation fully incorporates Principle 5 “Education, training and information. Cooperatives train and provide training for their members, elected representatives, managers and employees so that they can make an effective contribution to the development of their cooperatives. They inform the public - especially the youth and community leaders - about what cooperatives are and what benefits they bring.” The purpose of the research is to study the forms of cooperative education at the national and international levels, the problems of cooperative education and the ways to solve them. To achieve the goal of the study, general scientific methods of cognition were used (dialectics, induction and deduction, analysis and synthesis, consistency, complexity), as well as logical generalizations. Today we can talk about several levels of cooperative educational programs, namely: programs of cooperative colleges, cooperative programs at universities, cooperative programs offered at the state level and cooperative programs at the level of the global cooperative movement. The authors come to the conclusion that the international community recognizes the importance and necessity of cooperative education in the context of globalization, and that the implementation of Principle 5 of the Declaration on Cooperative Identity should be based on national and international cooperative educational programs.

**Keywords:** consumer cooperation, education, cooperative education and training, educational services, system of cooperative education and training.