

Economics and Management in Branches and Spheres of Activity

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Hotel services quality assessment system development: new methodological approaches and empirical study. P. 9-23.

Abstract. Currently, the hospitality industry has a major impact on the sustainable economic development of territories. Constantly increasing requirements for hotel enterprises from the guests, necessitate the improvement of the quality of hotel services. The problem of quality of services is one of the main factors for raising the standard of living, social, economic and environmental security. The purpose of this study is to develop the most effective system for assessing the quality of hotel services. Methodological tools are the method of goal-setting, logical reasoning, argumentation of the evidence base, conducting scientific debate. The basis of the analytical work was the publications, observations and conclusions of the authors obtained in the course of the study. To assess the quality of hotel services based on state standards, international standards and rules for the provision of services in the hospitality industry, the authors developed a system of indicators that optimally reflects all the components of the concept of "quality of hotel services". The information base for assessing customer satisfaction with the quality of hotel services was made by the results of an electronic survey online. The study analyzed 219 questionnaires received from the official online resource AMAKS Congress Hotel. After analyzing the data, we can conclude that the absolute majority of guests are satisfied with the services provided in this way, the study convinces of the need to create an integrated system for assessing the quality of hotel services that can ensure the competitiveness of enterprises producing and providing hotel services.

Keywords: hotel activity, hotel service, quality system, quality indicators, quality assessment, consumer, needs, customer satisfaction.

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Customs control during declaration of goods as a factor of public customs services quality improvement. P. 24-38.

Abstract. Ensuring the economic security of the Russian Federation, preventing the penetration of sanctioned and substandard goods into the Russian market, protecting the domestic market from unfair competition from foreign producers and replenishing the federal budget make it necessary to conduct documentary customs control when declaring goods transported across the customs border services provided by customs. The purpose of this study is to assess the quality of customs services provided in the process of customs control when declaring goods and identifying measures aimed at improving it. In the study of this problem, the methods of induction and deduction, logical analysis and synthesis, economic and statistical methods were used. The provision of state customs services in determining the classification code in accordance with the

single Commodity Nomenclature of Foreign Economic Activity of the Eurasian Economic Union, monitoring the calculation of customs payments, the use of risk management systems can improve the quality of customs control. The development of customs declaration of goods in the framework of improving the provision of state customs services includes simplifying the procedure for the implementation of customs procedures as a result of the implementation of a number of activities, such as: the development of electronic declaration centers; improvement of technologies on the basis of customs declaration in electronic form, increasing the interaction of the Federal Customs Service with the federal executive authorities; which contributes to increasing the level and comfort of interaction between participants of foreign trade activities with customs authorities, an increase in the number of participants of foreign trade activities included in the category of low risk, which implies a reduction in the use of risk minimization measures to it. Ensuring the reliability of the customs declaration of goods in the framework of improving the quality of customs control makes it necessary to improve the risk management system for declared goods; enforcement of prohibitions and restrictions, the payment of customs duties in the customs declaration of goods.

Keywords: electronic customs declaration, customs control, customs procedure, goods, customs services, foreign trade activities, risk management system.

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Improving management quality by organization's management professionalization and collective knowledge. P. 39-46.

Abstract. The need to develop a conceptual approach to the study of problems of management professionalization, in our opinion, is due to the fact that the development of the adoption and implementation of correct management decisions in conditions of high uncertainty, as well as the rapid change of conditions for the effective solution of emerging problem situations are not well understood. It is known, that new knowledge and new management skills are aimed at developing the ability to quickly make decisions and respond to changes in working conditions, the ability to allocate resources and manage their time, manage projects and business processes, work in a team and with individuals at the moment associated with digitalization. Therefore, the formation of a map of competence indicators of collective knowledge of an organization based on a set of «perspectives» at all levels of management ensuring an increase in the quality of management decisions is relevant. The aim of the study is to identify the «prospects» of management professionalization based on the developed map of indicators of collective knowledge of the organization and improving the quality of management. The significance of the tasks solved in this article consists in a more complete, than was done before, identification of opportunities for improving the quality of management, defining integrated «prospects» as key elements and indicators of the system of professionalization of management.

Keywords: indicator map, management professionalization, managers, managers and tactics managers, abilities, actions.

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Monitoring of stable functioning of belgorod food industry enterprises. P. 47-58.

Abstract. The article reveals the methodology for assessing the sustainability of functioning of enterprises, that is, their ability to function for an indefinitely long time and achieve

their goals in the conditions of negative impacts of the external and/or internal environment, as well as constructing a multi-criteria rating of the sustainability of enterprises. The methodology is based on a system of twelve indicators of the sustainability of functioning (financial status indicators; tempo indicators characterizing the dynamics of revenues, profits and equity capital; profitability indicators). Their generalization is carried out by calculating a comprehensive assessment. In this case, comprehensive assessments of enterprises were calculated using the modified method of total points. The resulting comprehensive assessments make it possible to quantify the level of sustainability of the operation of an enterprise relative to other enterprises, to conduct inter-farm comparisons and to make the multi-criteria ratings. Using this technique, the article monitored the stability of the functioning of a sample of five enterprises in Belgorod and Belgorod Oblast, typical representatives of the food industry (ZAO «Kombinat khleboproduktov Starooskol'skiy», AO «Belgorodskiy khladokombinat», OAO «Konditerskaya fabrika «Belogor'ye», AO «BZLK «Tsitrobela», OAO «Valuyskiy likero-vodochnyy zavod») for 2016–2017, conclusions were drawn on the level and dynamics of the sustainability of the listed enterprises.

Keywords: stability of the enterprise, integrated assessment, method of sum of points, rating, monitoring, food industry.

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Import substitution in children's goods industry as a condition of its competitiveness development. P. 59-72.

Abstract. Economic sanctions imposed on the Russian Federation indicated the need for accelerated import substitution in certain product areas where there is a strong dependence on foreign supplies. The industry of children's goods is almost entirely represented by foreign manufacturers, which can not but cause concern from the state in the existing conditions. The safety of children and their full development are a priority of any state; therefore, the children's goods market must provide buyers with high-quality and safe products regardless of the economic situation. To solve this problem, the state has provided measures to stimulate the growth of the national production of relevant goods. The article is devoted to measures of state support for import substitution in the industry of children's goods. The aim of the work is to determine the effectiveness of state support measures for domestic producers of children's goods. The work actively used the methods of analysis, systematization and generalization of data, which made it possible to give an objective and comprehensive assessment of the current state of the children's goods industry. The state support of import substitution in the industry, its impact on the state of the national market of children's goods, problems that prevent the increase in the share of domestic producers in it are considered. The main measures that can ensure the effective development of the industry in the long term.

Keywords: import substitution, children's goods industry, subsidies, children's toys, government support.

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Method of formalized representation of project financing systems. P. 73-83.

The work is supported by RFFI grants No. 18-07-00310a and No. 19-07-00290a

Abstract. Questions of formalized description of the systems of resource support projects are regarded. A formalized presentation of a project resource support system can serve as a basis for planning and managing resources, understood in a broad sense. Business plans currently in use are largely verbal models of project resource management systems. At the present stage of the transition to a digital economy, business plans will gradually have to be transformed into digital models of project resources. This will allow planning and managing resources at a higher level, using resources more efficiently and more efficiently. The complexity of building adequate digital models of resource supply systems is related to the fact that to identify systemic links between project participants, a process approach is used in which resources are presented in physical units of measurement. This is consistent with the ISO standard, but it impedes a uniform description of the resources used, making the resource supply model unnecessarily difficult to implement and perceive. However, if all types of resources required for project implementation are presented not in natural or index units, but in monetary units of measurement, the implementation of digital models of resource supply systems is greatly simplified not only due to the uniform description of resources, but also due to the possibility of using simpler methods of analysis. The paper proposes a new approach to the formalization of relations arising from the resource supply of projects, based on the monetary representation of business processes. The composition and requirements for the elements of digital models of systems for the supply of projects are determined.

Keywords: business process, project resource management systems, business plan, digital model, formalization, modeling, monetary representation of processes.

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Resource support of tourism and hotel economy development in the Belgorod region based on project-targeted approach. C. 84-99.

Abstract. Today, project-target approach is the most effective method for regional planning of tourism and hotel industry. To provide the necessary resources to promote the development of the tourism industry and hotel industry in the region, a number of programs have been developed and made operational. 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. In the process of researching the mechanisms for the development of resource support for the development of tourism and the hotel industry in the Belgorod Region, the following general scientific methods were used: analysis, dialectics, complexity, synthesis, systematic. The authors proposed a system of indicators for evaluating the effectiveness of investment projects for the development of tourism and hospitality, which allows to determine the degree of consistency between the predicted and real indicators. In addition, the data obtained in the process of applying the proposed system of indicators are the basis for the correction of old and the development of new programs for the development of tourism and the hotel industry. The results of the study confirm the importance of resource support for the development of tourism and hotel industry in the Belgorod Region on the basis of a project-oriented approach. In the

process of implementing the project-oriented approach in the sphere of tourism and hotel industry, special attention should be paid to the analysis of the projected implementation results, as well as the evaluation of the effectiveness of investment projects.

Keywords: tourism, hotel industry, regional policy, tourism and hotel development planning, project-targeted approach.

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Customs control quality improvement when declaring goods. P. 100-111.

Abstract. Strategic direction of development and improvement of the customs service of the Russian Federation is to improve the quality of performance of customs control operations, improve the quality of customs operations, reduce document circulation through the use of information customs technologies that ensure the efficiency of customs administration conducted by the Federal Customs Service. The purpose of the study is to identify problems and identify approaches to improving the quality and effectiveness of customs control in the customs declaration of goods based on the application of risk management systems and the use of technical means of customs control. The study is based on the use of a tabular method, methods of logical analysis and synthesis, induction and deduction. The implementation of the above directions of development of customs activities in the Russian Federation is provided for by federal laws, a number of government documents, regulatory acts of the Federal Customs Service, where, along with the above-mentioned indicators, it is planned to ensure favorable conditions for doing business in foreign trade, increasing the value and physical volumes of exports goods and receipt of customs payments to the federal budget. The statistical data of the structural unit of the Belgorod Customs showed the effectiveness of customs control when declaring goods moved across the customs border, which allowed to determine the direction of improving its quality.

Keywords: customs control, customs declaration, goods, customs authorities, customs risk management system, technical means of customs control.

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Improving the quality of safety control of goods import on the basis of application of non-tariff limitation tools. P. 112-125.

Abstract. An integral part of ensuring the economic security of the country is ensuring the safety of imports of goods. To solve this problem, countries use various instruments of state regulation of foreign trade activities, among which non-tariff restrictions play the most important role. The purpose of the study is to justify the need to use non-tariff restrictions as tools to ensure the safety of imports of goods in the implementation of foreign trade operations. The system of ensuring the safety of imports of goods of the Eurasian Economic Union (EAEU) member states involves various state regulatory authorities, the smooth interaction of which has a significant impact on the speed of formalities in the movement of goods across the customs border, compliance with legislation in the field of state regulation of foreign trade and customs regulation. The basis of the study were general scientific and special methods. When using general scientific methods within the framework of the logical approach, methods of analysis and synthesis, induction and deduction were consistently applied. The study made it possible to identify the tools of non-tariff restrictions applied in order to ensure the security of imported products in the

domestic market of EAEU member states; analyze the results of control measures for compliance with the requirements of technical regulations in the customs territory of the EAEU Member States with regard to imported products subject to mandatory confirmation of compliance, as well as veterinary and sanitary requirements for products of animal origin; explore the interaction of state regulatory authorities in order to ensure the safety of imports of goods. This served as a basis for substantiating the need for further development of interdepartmental cooperation between government regulatory agencies based on improving information technologies, which will ensure a reduction in the time for customs and other formalities when importing products into the customs territory of the EAEU while maintaining the quality of control measures and ensuring the safety of imported products.

Key words: non-tariff restrictions, safety of import of goods, ensuring the safety of import of goods, technical regulations of the EAEU, veterinary and sanitary control, inter-agency cooperation, information technology.

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Main tendencies of the market educational services development. C. 126-135.

Abstract. Today, the sphere of educational services is characterized by new trends, which include the further development of a two-tier education system (bachelor and master), the emergence of new formats of education and training, new educational technologies and the active use of information and communication technologies in the educational process. The article presents the results of the assessment of the main trends characteristic of the development of the educational services market in the Russian Federation for the period from 2010 to 2018. During the study, a complex of methods was used, including theoretical ones; empirical; quantitative, statistical. According to the results of the study, a set of problems that require immediate solutions was determined. The priority problems include insufficient investment potential of higher education, lack of resources caused by budget cuts, high degree of commercialization of educational activities in higher education organizations, shortage of highly qualified management personnel who have new approaches to educational management deterioration of the qualification and age structure of the population employment. In conclusion, the authors of the article come to the conclusion that the processes of integration of the sphere of higher education into the world space that are characteristic of modern society impose new, much higher requirements on modern graduates of higher education institutions. The main task of organizations of higher education is to ensure the competitiveness of graduates in the labor market.

Key words: educational services market, quality of educational services, higher education.

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Expert method for enterprise's financial sustainability level assessment in anti-crisis management. C. 136-146.

Abstract. The manifestation of crisis phenomena in the economy entailing a deterioration in the financial condition of the enterprise and the emergence of the threat of bankruptcy imply the extensive use of crisis management techniques. Methods of anti-crisis management are divided into diagnostic methods and methods aimed at overcoming the crisis. The latter include statistical methods and expert method. In modern business conditions there is a need in the opinion of professional experts in assessing the financial situation of an enterprise in order to make effective management decisions in order to timely identify financial difficulties and take measures to eliminate them. The article describes the expert method used to assess the financial sustainability of the enterprise and the order of its application. The expert method is based on a specific set of coefficients characterizing the financial stability of an enterprise from different positions and the calculation of a comprehensive indicator of financial stability. Taking into account the current methodology for assessing the financial condition of arbitration managers, certain refinements have been made to the method under consideration, which will allow a more objective assessment of the financial sustainability of the enterprise. The considered proposals allow you to create various forecast scenarios to improve the financial sustainability of the enterprise, which allows the company's management to choose a specific scenario and implement it in a crisis management environment.

Keywords: crisis management, expert method, a comprehensive indicator of financial sustainability.

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Updating product list of related products in newspaper and magazine kiosks in the context of digitalization of media and the legal regulation of cash registers use. P. 147-155.

Abstract. The article deals with the market trends in the distribution of printed products in the conditions of digitalization of the media, technological renewal of the communication environment, the concept of "related products", as well as the need to update the assortment of related products that are allowed to sell without the use of cash registers in newspaper and magazine kiosks in accordance with previously adopted and updated regulations. It is shown that the list of related products determines only the nomenclature in respect of which the seller must follow the specified mandatory norm prescribed by law and must be formed taking into account the requirements of the relevant Federal laws, regulations of the government of the Russian Federation, regulatory documents, including standards for products and the all-Russian classification of products by types of economic activities of OKPD-2, as well as common sense and public demand. Results of the analysis of the corresponding lists which are approved by Executive authorities of subjects of the Russian Federation, and also the offered updated list of the accompanying goods which can be recommended for regulation of the range of the accompanying goods in newspaper and magazine booths without change of specialization and a profile of the trade enterprise are reflected. Also, the article substantiates the ban on the sale of all food products, perfume and cosmetic products, household chemicals, primary elements and their batteries as related to which the normative documents establish mandatory requirements for compliance with the established temperature and humidity storage and sale regime or for which the opportunity to get acquainted with their properties and characteristics and check their quality should be realized.

Keywords: assortment list, related products, periodical, assortment of newspaper and magazine kiosks.

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Export of the Russian Federation: modern trends, problems and development prospects. P. 156-171.

Abstract. As one of the active elements of international trade, export of goods ensures the saturation of the world commodity market with them, while being an indicator of the level of economic development and competitiveness of exporting countries. In this regard, the purpose of the study is to study the main trends in the development of Russian exports and to identify, based on the analysis of statistical data, scientific publications, related problems and possible ways to solve them. The methodological basis of the study consists of methods of analysis, generalization, analogy, induction and deduction, statistical analysis and synthesis. The study of trends in the development of international trade suggests that the value of exports and imports of goods in it are at about the same level, with a slight advantage of the latter. In particular, in 2017, the value of world imports exceeded that of world exports by only 2.4%, while the growth rate of world imports exceeded that of world exports by only 2.1%. As for the geographical structure of world exports, during 2013–2017, China, the United States of America and Germany occupy leading positions in it. The Russian Federation ranks 14th in the ranking of world exporters of goods. An analysis of publications and materials of various levels made it possible to conclude that the main problems in the development of exports of the Russian Federation are related to its raw material orientation, since the export of oil and gas products is one of the main sources of replenishment of the federal budget (over 46.0% of federal budget revenues are hydrocarbon exports). At the same time, not enough attention is paid to the development of other export-oriented industries - metallurgical, chemical, machine-building, timber industry, agro-industrial complexes. In this regard, along with maintaining the leading positions in hydrocarbon raw materials and products of their processing in export of the Russian Federation, it is advisable to ensure stable and efficient development of production of goods competitive in the world market. This requires the implementation of measures aimed at facilitating access of Russian producers to world technologies, securing in promising markets, maximally simplifying administrative procedures at the border, reducing and eliminating barriers to access to foreign markets through bilateral and multilateral economic integration mechanisms.

Keywords: foreign trade, foreign trade turnover, export of goods, raw materials export, energy exports, export commodity structure, export geographic structure, oil and gas revenues.

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Investment policy as a factor of Belgorod region agribusiness development. P. 172-181.

Abstract. The article deals with the issues devoted to the study of the experience of the Belgorod region in the development of agriculture by stimulating investment activity. For this purpose, the characteristic features of the development of agriculture in the region are identified, which are the priority of the development of large-scale production and the stimulation of activities with a short production and technological cycle (poultry, pig). The analysis of the dynamics of investment in agriculture in the region showed that the dynamics of investment in 2004-2017 can be described by a polynomial dependence of the third degree with a maximum in 2008. A comparative analysis of the share of investments in agriculture in the country and in the region showed that in the Belgorod region, up to 31,0% of all

investments in the region are directed to agricultural production, while in Russia as a whole 3-5%. In order to assess the volume of investments in agriculture and their effectiveness, the implementation of the State program «Development of agriculture and fish farming in the Belgorod region for 2014-2020», which regulates the development of agriculture in the region, was analyzed. The structure of the sources of financing of the program, and the distribution of funds in the context of the subprograms of the State program were evaluated. Revealed that the highest volume of financing involves the subprogramme «Promoting investment activities in the agricultural sector» for the period 2017-2025 gg. the analysis of financing of actions of the subprogramme «Promoting investment activities in the agro-industrial complex». Conclusions were drawn on the basis of the analysis.

Keywords: agro-industrial complex, Belgorod region, investments, investment policy, state program, financing, stimulation of investment activity, increase of investment attractiveness, technological modernization.

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Regional investment development: information and digital aspect (Sverdlovsk region as a case study). P. 182-194.

Abstract. This article is devoted to the study of regional processes of informatization and digitalization, affecting the investment development of regions. The Sverdlovsk region has been accepted as an object of research. The article shows the importance of the studied processes, their role in the development of the region, due to the need to find new approaches in the investment development of the country. The leading method in the study of the problem of informatization and digitalization in the implementation of regional investment policy is the method of processing statistical information. This method, based on the analysis of the dynamics of quantitative indicators, causes in the aggregate the transition of quantitative changes into qualitative ones. Also, we used graphical and tabular data visualization methods. The article presents the results of analysis and evaluation of a number of indicators in the Sverdlovsk region for 2012-2018. These include: the dynamics of investments in fixed capital, the structure of sources of financing, the dynamics of investments in fixed capital per capita, the volume of funding for informatization activities in the region, indicators of regional rating, the volume of ICT financing per 1,000 people, and the amount of financing for informatization of the top five. The above indicators allow us to characterize the investment policy of the region and aspects of its improvement in the implementation of innovative (information-digital) technologies. Based on the analysis of indicators reflecting trends in the investment development of the Sverdlovsk region, including in the field of information and communication technologies, the work concludes that the region has a certain innovative potential for the development of the studied area.

Keywords: investments, financing, rating, investment development of the region, informatization, information and communication technologies.

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**On the development of approaches to regional competitive policy assessment.
P. 195-203.**

Abstract. The purpose of the article is the problem of determining the methodology for evaluating competition policy in the regions. Using the evaluation methods, it is proposed to use the opportunity to compare the results of competition policy achieved by the subjects of the Russian Federation: to compare average relative indicators, growth rates of absolute indicators, indicators of efficiency and effectiveness of the socio-economic development of regions. Understanding the impact of competition policy in the region will contribute to increasing the sustainability, innovation and competitiveness of the regional economies, as well as the efficiency of the use of the financial and economic potential of the regions. The article indicates that various methods of rating Russian regions, which allow assessing the level of socio-economic development, the state of the investment climate, the degree of satisfaction of the population in various areas, and much more, do not fully reflect the ways of evaluating competition policy in the regions. The article proposes the key values of the problem areas of socio-economic development and potential indicators of "points of growth" of the competitiveness of the region. The main objectives of the study are to identify mechanisms for the implementation of measures aimed at the development of the identified "growth points" as factors for the development of the region and the formation of projects aimed at the integrated socio-economic development of the region. The article examines the existing methods for evaluating the competitive policy of the Russian regions and suggests using for them the threshold (target) values of key indicators of regional development and analyzing the values of key indicators of regional development using these indicators.

Keywords: competitive policy in the regions, regional potential effectiveness, regional competitiveness "points of growth" indicators, regional development target values key indicators.

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**Determination of the “points of economic growth” of region’s competitiveness.
P. 204-214.**

Abstract. This article is devoted to the study of the problems of improving the competitiveness of the regions of Kazakhstan. The need to solve this problem is justified on the basis of managing the priority points of growth in the competitiveness of a region. The purpose of the study is to reveal the content of the concept “point of growth of a region’s competitiveness”. In accordance with the goal, the study addressed the following tasks: to show the specific characteristics of this concept, as well as the relationship between the concepts of “point of economic growth” and “point of competitiveness growth”. The methodological basis of the study was general scientific approaches to the study of economics – systems analysis, descriptions, methods of analysis, and synthesis. Points of growth of competitiveness of a region are described in terms of their maturity, intensity and duration of influence on the competitiveness of a region. The results are presented, the characteristics of emerging, developing and stabilized points of growth of the region’s competitiveness are given. The approaches to the management of various types of points of growth of a region’s competitiveness are described. The characteristic of the priority points of growth of competitiveness of the Karaganda region, such economic activities as industry, food and beverage production, coke production, chemical production, production of basic pharmaceutical products and other industries are given.

Keywords: growth point, points of economic growth, regional competitiveness, strategy, strategic choice.

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Diagnostics of interaction of innovations and industrial policy at the mesolevel. P. 215-222.

Abstract. This article presents an analysis and arguments emphasizing the need for innovative development in regions with industrial orientation, based on the imbalance of the economic system. This is due to the reorientation of the economy in the innovative profile. Analytical and practical research methods are chosen as a study of the problem. For this purpose, the current regulatory framework regulating industry in Russia, both at the state and regional levels, has been studied and revised, as well as the world experience on this issue has been considered. Reviewed and analyzed the effect of innovations in the industry, as the state in General and in the constituent entities of the Russian Federation. During the study of the collected information, we can safely say that if you put the regions at the head of industrial policy, it is easier to allocate raw materials, financial and intellectual resources. As a result of the work done, at this stage and under the existing circumstances of the external and internal environment, a strategy of "comparative advantages" is proposed, which will favorably affect the socio-economic development of the regions. This idea is presented on the example of the Belgorod region as an industrial region and an integral part of the state.

Keywords: region, innovation, industry, development, success, concept.

Economy of Labor and Labor Relations

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Personnel policy of the enterprise: prospects of formation in the conditions of digitalization of the economy. P. 223-233.

The study was carried out with the financial support of the Russian Foundation for Basic Research, project "Socio-economic aspects of the formation of personnel potential of the Omsk Region", No. 18-410-550012.

Abstract. In the conditions of continuous development of the economy and social changes, the formation of the personnel policy of the enterprise is important for the enterprise's activities, as the staff is the most significant resource of the organization, its formation and development directly affects the competitiveness of the enterprise. The purpose of the study was to identify problems and prospects for the formation of personnel policy of the enterprise in terms of digitalization of the economy. The study was based on the use of general scientific research methods, as well as comparative and structural-logical analysis, empirical generalization, tabular and graphical techniques for presenting statistical and calculated data. The directions of

transformation of personnel policy in the conditions of digitalization of the economy are argued, the main directions of its development are identified. It was determined that infocommunication technologies are actively included in all spheres of the socio-economic sphere of society, have a significant impact on the development of almost all sectors of the economy. In the conditions of digitalization, for workers, both professional skills, which are formed taking into account the specifics of the content of work for a particular profession, and superprofessional skills, including cognitive, socio-emotional and digital, become important. It is noted that changes in the external and internal markets are associated with the emergence of new professions and specialties that are in demand in the conditions of digitalization. The use of electronic document management as a direction to improve the efficiency of the personnel policy of the enterprise is considered. Information technologies create opportunities for the use of new tools for working with enterprise personnel. The transformation of the personnel policy of the enterprise is a necessary and unavoidable process in connection with the transition to universal digitalization in all spheres of social activity. The creation of an infocommunication personnel platform, including technological, legal, financial components, a system of knowledge and technology management, will ensure an increase in the efficiency of enterprises.

Keywords: personnel policy, digital economy, cloud technologies, personnel document flow, information and communication technologies, operational efficiency.

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To the question on modern motivational levers of organization's personnel exposure. P. 234-246.

Abstract. The article attempts to identify and systematize the methods, principles and factors of motivation and involvement of modern organization personnel as an object and subject of the motivational process. The differences between the three main groups of behavioral stimuli are considered: motivating, demotivating and non-motivating (manipulations), as well as the nature of their influence depending on the existing social and labor relations in an organization. The characteristic of administrative and organizational motivational levers, economic motivational levers and socio-psychological motivational levers from the positions of regulation, instructions, rationing of labor and organizational schemes is given. The key activities of managers are presented, allowing to create conditions that can reduce or minimize feelings of constant tension and stress of employees, increase their resistance and immunity to adverse external and internal influences. It justifies the need to develop a system for the formation and development of involvement and, as a result, staff loyalty, which involves the integration of approaches and tools for material and non-material incentives with the simultaneous development of feedback. Particular attention is paid to staff involvement, as a condition for the formation of his feelings of intra-organizational patriotism, ensuring involvement in the activities of the organization, the ability to share corporate values, the desire to compare personal goals with the goals of the organization.

Keywords: personnel, motivational levers, economic incentives, human resource management, staff incentives.

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Development of the labor potential of the Republic of Belarus: quantitative and qualitative parameters. P. 247-264.

Abstract. The aim of the research is to analyze the labor potential of the Republic of Belarus in the context of the national labor market development. The basis of the research was the methods of studying the genesis of economic processes, the analysis of official statistical reporting, identifying cause-effect relationships, induction, deduction, comparison, synthesis of the obtained results. The article analyzes the demographic processes in the Republic of Belarus that affect the development of labor potential and determine the labor supply in the national market. Quantitative estimates of labor potential are supplemented by qualitative characteristics based on the calculation of the development labor potential index, which consists of three key indices: staff constancy index, specialist saturation index, and value added index per employee in terms of purchasing power parity. Demographic threats to the development of the labor market in Belarus are identified. This situation does not allow to expect a significant increase in the number and share of labor resources in the population structure in the next 10-15 years. The permanent turnover against the background of preserving the outflow of workers from the national economy, the decrease in value added per employee in terms of purchasing power parity indicate a decrease in the effectiveness of the involvement in the economy of the labor potential.

Key words: labor resources, labor potential, labor market, development labor potential index.

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Innovative methods of industrial corporation's labor resources reproduction. P. 265-277.

Abstract. Modern trends in the development of the industrial sector of the economy indicate that the most problematic component of the resource potential is labor resources, in terms of their formation and effective use. The purpose of this study was to mainstream the need to use innovative methods of reproducing labor resources that are adequate to advanced technologies for working with personnel to ensure the sustainable economic development of an industrial corporation. The study was based on the methodology of expanded reproduction of production factors as a necessary condition for the growth of the scale of economic activity of an industrial corporation. We used the methods of economic analysis of indicators characterizing the state and dynamics of labor resources of an industrial corporation; personnel management methods developed in the framework of modern management technology personnel work; methods of studying the practice of reproducing labor resources formed in a leading industrial corporation. The article substantiates the need to change the conceptual approach to the reproduction of labor resources of industrial enterprises, replicate the best practices of this process, providing solutions to the problems of personnel shortage and high-quality renewal of the labor resources used. The results of studying the experience of reproducing labor resources in an industrial corporation are presented on the example of the Novolipetsk Metallurgical Combine Group of Companies that implements innovative methods: the formation of personnel policy based on the principle of responsible leadership, introduction of a project approach to personnel management, formation of internal corporate communication space, robotization of HR functions in the selection of personnel, and creation of a Corporate University.

Keywords: labor resources, reproduction of labor resources, innovative methods of reproduction, industrial corporation.

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Theoretical and methodological aspects of the development of a university marketing strategy to promote educational services. P. 278-290.

Abstract: The purpose of the study is to improve theoretical and methodological aspects of the development of the marketing strategy of the university for the promotion of educational services. The article substantiates the need to develop a university marketing strategy in a globalized economy and education, shows the role of education in achieving sustainable development goals defined by the UN. In the course of the study, general scientific methods were used: a retrospective, comparative, methodological analysis of the subject of the research, methods of induction and deduction. The article defines the marketing strategy of the university, taking into account the global goals of its activities in a globalized economy and education; systematized the principles of the formation of a marketing strategy in relation to universities, taking into account the principles of strategic marketing. The marketing strategy of the university is recommended to be developed based on the global goals of the university; The formation of marketing strategies for universities is proposed to be carried out both on the general principles of the development of marketing strategies and on the principles of strategic marketing in the educational sphere. The study identified the stages of the formation of the marketing strategy of the university. Improving the methodological tools for developing a university marketing strategy in a globalized economy and education will contribute to the achievement of its global and marketing goals.

Keywords: university marketing strategy, principles of forming a university marketing strategy; educational services market.

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Strategic direction of enterprises' innovative marketing mobility formation in the market of consulting services. P. 290-301.

Abstract. In the conditions of constantly changing market situation and increasing competition, managers of economic entities can use the services of consulting companies to optimize financial and economic activities. As management practice shows, consulting services are in ever-increasing demand in the Russian market. Therefore, with the development of the market for these types of services, interest is also growing in its innovative marketing mobility.

Realization of the goal of the work - to demonstrate the formation of innovative - marketing mobility of enterprises in the market of consulting services, was achieved on the basis of methods of theoretical, comparative, systematic and qualitative and quantitative analysis. In the study of the formation of innovative marketing mobility of organizations, in particular in the market of consulting services, attention was paid to marketing mobility, innovative marketing and consulting component. The article considers the institute of marketing mobility, innovative mobility, which today show high efficiency. The paper shows that in the conditions of dynamic market changes, it is advisable to build marketing consulting on the innovative strategy of transformative (transforming) marketing. The authors grouped the components of transformative marketing and presented the process of marketing transformation. Taking into account the fact that the logic of development of an innovation-oriented organization is shifting towards the formation of innovative marketing as a new type of management, we have presented a structurally informative model of innovative marketing. The article reveals the essential features of innovative marketing mobility of organizations as a complex structural phenomenon in the consulting services market.

Keywords: mobility, marketing mobility, innovative mobility, innovative marketing, marketing deterministic consulting, innovative marketing mobility, transformative (transformational) marketing, marketing consulting.

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Economic effect from ERP solutions introduction on sap platform while managing business processes of industrial companies. P. 302-311.

Abstract. The article discusses the main positive effects of the implementation of ERP systems on the SAP platform in manufacturing companies in the management of business processes. It is revealed that ERP systems should work effectively and provide high flexibility of the company's business and of course give a quick return on investment in them. The authors review the development of the market of cloud technologies in Russia. Comparative characteristics of separate modifications of ERP systems of new generation are singled out. The article also highlights the conditions necessary for the implementation of the process approach to the implementation of ERP system (enterprise resource management system) in the practice of the production company. The key tasks that are necessary to improve the efficiency of business processes of manufacturing companies are identified. The paper describes the economic effect of possible implementation of modules ERP solutions for client user groups, and in groups such as, planning, storage, inventory, procurement, and other. Research methods used: general scientific methods of dialectics, analysis and synthesis, induction and deduction, abstraction, comparison, analogy and others. Research results: substantiation of economic efficiency of ERP systems implementation on SAP platform in manufacturing companies. It is concluded that the information considered in the article will be the basis for making competent management decisions in the field of implementation of ERP decisions in the practice of management of business processes of manufacturing companies.

Keywords: business processes, process approach, enterprise resource management system, ERP systems.

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Prospects and features of online trade development in the electronic commerce system. P. 312-321.

Abstract. Currently, Russia has all the necessary social, cultural, legal, organizational and technological foundations for the development of electronic commerce. Therefore, over the past few years, sales on the Internet are constantly growing. The article discusses the possibilities and features of the organization of sales of goods on the Internet, building a market mechanism, features of commercial activity using e-commerce tools, modern platforms created on the Internet to promote goods. The paper proposes options for the formation and use of sales models on the Internet, highlighted their advantages and disadvantages. The aim of the work was to study the specific features of the development of e-commerce, determining its place in the e-commerce system, problems and opportunities for application in the organization of business processes. The study was based on the principles of the system approach using the methods of comparative and system-structural analysis, cross-cultural research, institutional analysis, systematization and typology, statistical processing of information. The main trends in the development of the main forms of Internet commerce in Russia are identified. The paper discusses some of the possibilities of using marketing tools, specialized Internet tools in the process of promoting and selling goods. Particular attention is paid to the peculiarities of consumer behavior on the Internet when placing orders and making a purchase, as well as issues of security of commercial operations when using Internet technologies.

Keywords: retail, e-commerce, sales models, integration, e-commerce, information support, commercial activities, marketing tools, Internet.

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Target audience advertising image technologies formation in gerontomarketing. P. 322-333.

Abstract. Increasingly, representatives of the older generation are becoming heroes of advertising for various goods and services. However, this fact generates a certain discord. On the one hand, these people have a high potential as an archetype and a target audience of influence, on the other hand, the external and internal characteristics of representatives of the audience 50+ offered by advertisers and marketers, the stereotypes associated with them, are not relevant for the most part. The purpose of the study was to analyze foreign and domestic approaches to the formation of advertising image. The article examines and analyzes the works of foreign and domestic authors who study changes in the advertising practice of creating images of the older generation (target audience 50+). The author of the article gives a description of the transformation of the advertising image, looks for an explanation of the reasons for the process, makes recommendations on the formation of a new visual component of modern advertising, suggests topics for possible new research on this topic, and analyzes gerontomarketing, primarily in the field of television advertising. As characters of advertising, mainly female images were investigated. The methodological basis of the study consists of a systematic approach to the study of the problem of using images of the 50+ audience in modern advertising, general scientific

methods: analysis and synthesis, dialectical, abstract-logical, system analysis, as well as methods of comparison and synthesis.

Keywords: target audience 50+, age discrimination in advertising, advertising image of audience 50+, advertising loyalty, gerontomarketing.

Cooperation and Entrepreneurship

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Problems, advantages and prospects of agricultural cooperatives in the development of agro-industrial complex. P. 334-347.

Abstract. The purpose of the study was an analytical review of the problems, advantages of agricultural cooperatives, development directions for the promotion of cooperatives in the agro-industrial complex. The study is based on a systematic approach to the study of foreign experience in the functioning of agricultural cooperatives, the features of the system of agricultural cooperation in Russia, and state programs for the development of the agro-industrial complex of the country. Using the methods of economic and statistical research - graphic, sampling methods, time series, allowed us to identify the development trends of agricultural cooperatives in individual regions of the country, the structure of membership of cooperatives. The directions of the analytical assessment were the number of agricultural cooperatives of various types, the main indicators of the development of cooperatives, statistics on the number of members of agricultural cooperatives. The article also used monographic, abstract logical, statistical, graphic, sociological and other research methods. The article presents the modern classification of agricultural cooperatives; studied regulations and government programs that determine the formation and development of the system of agricultural cooperation in our country. The article identifies problems hindering the development of the system, identifies the advantages and prospects for the development of agricultural cooperatives. Based on the study, it was concluded that agricultural credit consumer cooperatives are able to unite small agricultural producers to achieve common economic goals, the effective development of rural areas of our country; rational use of their own potential by the cooperatives of this type will be able to provide affordable financial resources for agricultural producers and improve the quality of life of the rural population.

Keywords: agro-industrial complex, agricultural cooperation, agricultural consumer cooperatives, problems of the cooperative sector, advantages of cooperatives, diversified activities.