

Economics and Management in Branches and Spheres of Activity

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Strategy of implementation of approaches and directions of digital economy in management practice of consulting companies. P. 9-22.

Abstract. The paper attempts to identify new opportunities for consulting companies in the process of the active use of digital technologies, which is the aim of the study. The purpose of consulting services and their place in the conditions of digital transformation are revealed. Attention is drawn to the implementation of consulting projects in the business infrastructure of enterprises representing an important area of consulting business. The revenue growth of the largest Russian consulting groups and companies participating in the ranking by the end of 2018 was noted, while the largest share of their total revenue was generated from IT consulting services. Given the importance of consulting services in modern conditions, a structurally meaningful model for the implementation of consulting in a digital environment is presented. The conclusion is made about the need for the development of digital leadership and important components of a leader in a digital environment. The attention is focused on the development by the modern leader of digital thinking. General structural contours of the digital economy are determined: digital literacy of personnel, digital competencies, digital skills, etc. A digital transformation strategy scheme is proposed, it is proposed to use the selection of priority digitalization strategic directions as a basis for its development, a list of criteria for identifying projects and initiatives, and prioritization tools project initiatives and calculating the business effect, a list of priority sections of the digital transformation strategy, recommendations for engaging personnel holding digital transformation. The role of digital culture is emphasized. The relevance of the transition to the virtualization of consulting services is noted, which can be described as a digital transformation of consulting. The results of the study in the scientific and methodological aspects will clarify and expand the information base for the implementation of approaches and directions of the digital economy in the management practice of consulting companies.

Keywords: consulting, consulting services, consulting entrepreneurship, digital leadership, digital leader, digital thinking, digital literacy, digital culture, digital skills, digital competence, digital transformation of consulting, digital maturity of an enterprise, virtual consulting services.

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To the problem of industrial policy state regulation effectiveness. P. 23-33.

Abstract. The effectiveness of state regulation of industrial policy depends on multiple and heterogeneous factors, among which the decisive role belongs to the legal regulation of the

development of the industrial sector of the economy. The purpose of this study is to identify and justify the problematic provisions of the federal law “On Industrial Policy in the Russian Federation” that require changes to increase the efficiency of state regulation of industrial development of the economy. The methodological basis of the study was the dialectical approach, which gives an understanding of the evolutionary development of economic processes and phenomena subject to legal regulation. The study implemented methods of analyzing the regulatory framework, identifying its problematic provisions and their logical evidence, identifying priority areas for improving legislation in relation to the subject of the study. The article highlights and substantiates the problematic provisions of the legislation on industrial policy: an incorrect definition of its role in socio-economic development, a narrow approach to interpretation; the contradiction of the principle of equality of state support to industries to the definition of priority "points" of its growth; the uncertainty of the superiority of the competitive conditions of domestic industrial production over foreign production; abstracting from the factor of market competition with state support of industry; limited state support tools; legal inequality of its subjects, the dominance of the defence industry sectors; lack of mechanisms for harmonizing Russian and international industrial standards. Accordingly, the identified problematic provisions identified priority areas for improving legislation on industrial policy.

Keywords: industrial policy, state regulation, legal regulation of state regulation, instruments of state regulation of industrial policy.

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Formation a competitive strategy and determination of organization’s competitive advantages of the under the conditions of intangible export development. P. 34-43.

Abstract. The aim of the study is the theoretical justification and development of scientific, methodological and practical recommendations for the development of effective methods and mechanisms for the formation and implementation of a competitive strategy and the creation of competitive advantages based on an evidence-based empirical base on the use of strategic matrices that are oriented towards a harmonious combination of the organization’s interests in conquering new segments of the domestic and foreign market with its actual potential and strategic potential the rest of the development of foreign trade. In the course of achieving the goal, on the basis of a system-structural analysis, the concepts of competition, competitive strategy, competitiveness, competitive advantage, competitive potential and competitive position are integrated into the system of direct and inverse relationships; an adapted approach to empirical studies of the influence of strategic positioning on the choice of competitive strategy is formed, based on the dual representation of the matrices of the Boston Consulting Group (BCG) and the matrix of Thompson and Strickland; priority strategic directions for the development of CJSC TD Belaya Ptitsa have been identified on the basis of the company's competitive position in the market; in the context of the stages of the strategic management process, the main components of achieving and maintaining competitive advantages are identified that are associated with the introduction of a system contour of foreign trade activity and reflecting its growing role in building up competitive advantages for business entities engaged in the production and sale of poultry meat; Based on the analysis of the advantages and disadvantages of the export activities of leading domestic enterprises in the field of poultry meat production, specific directions for the implementation and implementation of the export strategy of the organization under study are formulated.

Keywords: market relations, competitive strategy, competitive advantages, strategic positioning, export strategy, export potential.

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Regional social capital: theoretical foundations and structural components. P. 44-51.

Abstract. The aim of the research is to study the social capital of the region and its structural components. In modern conditions, the development of the region is influenced by both economic factors and social parameters. At the same time, one of the key roles is assigned to social capital, which is able to transform into economic capital, thereby showing the possibility of its accumulation and use. In scientific society, the problems of the category of social capital occupies a special place, which is confirmed by numerous studies on this topic. The analysis of the literature sources showed that in the definition of this category there is a significant spread associated with both the scope and the purpose of the study. At the same time, the prevailing view is that social capital is a complex category that includes sociological, economic and political trends. Modern economic science considers social capital as norms, trust and social ties that can act as a resource for obtaining benefits. From the economic point of view, social capital can be represented as a set of socio-economic relations between the subjects of the formation and implementation of social relations in order to obtain a certain benefit. Of particular interest are the structural components and mechanisms of formation of social capital, as well as its role in the economic development of the regions. The article describes in detail the structural components of social capital, manifested, including at the regional level. Various general scientific and economic methods were used to achieve this goal. As a result of the study, it was revealed that in the regional aspect, the development of social capital has certain economic, social and socio-economic consequences.

Keywords: regional social capital, social ties, trust, norms.

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Determinants of innovation retailing development in the context of digital economy. P. 52-71.

Abstract: The aim of the article is the research of theoretical and practical approaches to the development of modern innovation retailing in the context of digital economy, identification of the determinants of development of innovation business context. The authors of the article point out to the necessity of the research of the determinants of development of innovation retailing on the basis of integrated approach, taking into account the peculiarities of certain sector, demands of the customers, their demand for the increase of the level of service, achievements of modern science and technology. The key approaches to the notion of the term “digital economy” are viewed taking into account its potential of the increasing efficiency of business subjects. The authors of the article give the definition of the digital context in retailing, distinguishes the key determinants of its development. The authors give the grounds that the determinants of the development of innovation context in retailing correspond to the new generation of “penetrating” digital technologies, shows their interrelation with modern business models, personified customer value, customer and service-orientation of retailing. The best business practices of development

of digital innovation context of the largest foreign net retailers are viewed. The interrelation of the determinants of development of innovation context in retailing and development of digital customer service, intensification of service component in the activity of modern retailers and transformation of business models “e-commerce into a-commerce”- electronic commerce into automated commerce are shown.

Key words: innovations, retailing, digital economy, innovation context, “penetrating” digital technologies, business models.

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Principal provisions for forming organizational and economic mechanism of region’s innovative-investment development. P. 72-82.

Abstract. In modern conditions of world economy development, an unconditional reference point and a vector of movement towards economic well-being and financial stability of economic systems of various levels is the intensification of innovation and investment activity, the search and the most efficient use of drivers of economic development. The aim of this work is to identify, analyze and typologize the most important principles of the formation of the organizational and economic mechanism of innovation and investment development of economic systems at the mesoscale. The basis of the study was the methodology of forecasting and analytical activity in the context of the analysis of domestic and foreign research works of classics of science and modern scientists using the most important methods, tools and mechanisms of scientific knowledge and who made a significant contribution to the development of this subject area of knowledge. The most important research methods are general scientific, such as the method of analysis and synthesis, the comparison method, the method of generalization and typology, the method of induction and deduction, as well as special ones, such as the method of expert assessments, statistical analysis, and probability-theoretical approach. The authors view on the process of methodological support of the organizational and economic mechanism of innovation and investment development is presented. The composition of the processes taking place within the framework of the economic system, providing organizational and economic development, is substantiated. In the framework of this work, the most important principles of the intensification of innovative and investment activities in the region, as well as the formation and stimulation of its technological development, are formulated. The basic principles of formation, an algorithm for implementing the concept, and a model of the organizational and economic mechanism for stimulating innovative and investment development of the region as a high-tech system in the context of global technological challenges are presented.

Keywords: innovation, investment, driver, development, region, high-tech companies, organizational and economic mechanism.

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Improvement of methodological provision of cost management taking into account industry specificity. P. 83-96.

Abstract. The aim of the study is the development of methodological support for cost management in the projection of the strategic and operational management of an enterprise, taking into account its industry specifics, based on the generalization and adaptation of domestic and foreign experience. In the course of achieving the goal, the theoretical prerequisites for the formation of a methodological base are substantiated, which increase the feasibility of management decisions on costs at the strategic and operational levels of organization management; The methods of cost estimation at the operational level of management are systematized and the possibility of converting strategic analysis methods into cost management is substantiated. A personified system of methodological support for cost management, including the index-factor and coefficient-matrix subsystems of cost estimation, has been developed. Within the framework of the index-factor subsystem, recommendations on the practical application of the variable, constant composition and structural index system in providing priority areas for cost analysis are reflected, a method of factor analysis of profit is developed in the direction of assessing the impact of additional factors on pre-tax profit. The format of the coefficient-matrix subsystem has been expanded by substantiating an algorithm for assessing the strategic potential of cost savings and developing an adapted matrix for evaluating the organization's position in the industry market due to the impact of the cost management result, which is expressed in the ratio of the actual cost level to the industry average.

Keywords: cost management, cost level, resources, strategic management level, operational management level, cost management methods, strategic positioning.

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Concept "Smart city" in questions of improvement of city life systems. P. 97-107.

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Abstract. The article explores the concept of "smart city", which is currently widely used in the country. The areas of application of "smart" urban solutions and their application in Russian cities are considered. The components of the "smart city" are systematized by functional areas. The regulatory framework of the smart city urbanization digitalization project has been studied. The study analyzed and presented the distribution of projects of this concept in the cities of Russia, a greater number of which are under development. The study noted the need to separate digital and managerial innovations in urban development, given that an innovative urban environment is based on smart management. To solve this problem, it is relevant to train specialists in higher educational institutions on smart city management programs, as well as the creation of retraining centers. An algorithm for introducing smart city solutions has been formed with the identification of the main obstacles to the transition to digital transformation of cities. This allowed us to formulate the main problems of this process, including the need to transform public consciousness, staff shortages, imperfection of investment mechanisms for digital projects, and the lag in the development of digital technologies for the city.

Keywords: digital economy, smart city, urban environment, informatization.

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Specifics and dominants of Central Federal District regional economies development potential realization. P. 108-119.

Abstract. The article discusses the measurement and use of the development potential of regional economies of the Central Federal District in order to identify existing specific patterns, trends and peculiarities of the socio-economic condition and development of the constituent entities of the Russian Federation that are part of the Central Federal District. Analysis of the available potential and efficiency of their use allows to give an objective assessment of the potential of development of these regions, to identify the best ways of their further development. The assessment of the level of efficiency of the regional economy and the identification of reserves of regional economies of the Central Federal District is based on determining the level of potential for socio-economic development of the regions and determining the calculated characteristics of gross regional product on the basis of economic and mathematical modelling. The normalized characteristics of key indicators show significant relative differences between regions. All capacity elements have a significant impact on the gross regional product. The study made it possible to arrange (by characteristics of close communication), the most significant factors (affecting the gross regional product), in a strictly ranked order. Reserves of development of regional economies of the Central Federal District on deviations between actual and estimated (potential) characteristics of gross regional product have been revealed.

Keywords: development potential; regional economy; trends and patterns of development; gross regional product.

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Measure market risk for takaful: the extreme value approach. P. 120-140.

Abstract. In "Solvency 2" project context, the main theoretical tool for the valuation of capital structure (or SCR) of provisioning risk and based on a tolerance rule for risk, is termed as "risk measurement". With the launch of Islamic finance consisting of takaful, fund managers will be forced to find ways compatible with sharia to place their excess cash, so the companies takaful are mandated to invest judiciously and calculate the market risk with respect to solvency 2. The risk measure preferred by the Solvency 2 project using the standard approach or the internal model is the Value at Risk (VaR). However, the limits of VaR parametric are related to the distribution of the loss which is not necessarily normal, for example leptokurtic which therefore implies more frequent extreme events than for the normal law. This article presents an application of extreme value theory to compute the value at risk of a market position.

Keywords: Takaful, Value at risk, the theory of extreme value.

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**Customs business in the context of public services development: theory and practice.
C. 141-161.**

Abstract. The purpose of the study is the theoretical justification of customs as a public services sector, the proposal of a structure and definition of the concepts of certain types of public services due to customs, analysis and evaluation of the development of service activities of the customs authorities of the Russian Federation in the selected areas of public services. This goal is achieved on the basis of the results of the classification, analysis and assessment of quantitative indicators of the provision of public services by the customs authorities of the Russian Federation, other federal executive bodies and organizations, their structure, as well as the identified factors that predetermined their development. When conducting the study, general scientific methods of a theoretical level were applied, applied to public services. The study of the structure of services provided by federal executive bodies and organizations, and their assessment were carried out using general scientific methods of an empirical level. Based on the results of the analysis of the essence of customs as a subject of customs regulation of customs authorities, it is presented in the form of production of state customs services provided to participants in foreign trade in the process of implementing an international trade transaction. It is proposed to consider customs as a multi-level system of public services, predetermined by both the regulation of foreign trade in goods and the features of goods transported across the customs border, which made it possible to isolate and give an essential interpretation of state providing services, state customs services (additional customs services, infrastructure customs services, basic customs services), their varieties, as the basis for the analysis and evaluation of their provision in order to further improving its quality and efficiency of customs bodies service operations.

Keywords: customs, state customs service, state service, customs regulation, customs authorities, infrastructure customs service, foreign trade participants, basic customs service, state providing service, additional customs service.

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Improving the quality of carrying out customs control of goods on the basis of interdepartmental electronic interaction. P. 162-177.

Abstract. In the structure of foreign trade turnover of the Russian Federation, a considerable share is made up of products of plant origin, however, there are risks of penetration of quarantine objects into the customs territory of the Eurasian Economic Union (EAEU). To prevent and prevent such threats, the EAEU member states apply various types of state control, among which the most important are quarantine phytosanitary and customs control. The purpose of the study is to justify the need for further development of interagency electronic interaction in the implementation of state control of plant products. The system of state control during the movement of goods across the customs border of the Eurasian Economic Union (EAEU) is represented by various state regulatory bodies, their smooth interaction is one of the components of simplification and acceleration of customs formalities. The basis of the study were general scientific and special methods. When using general scientific methods within the framework of the logical approach, the methods of analysis and synthesis, induction and deduction were successively applied. The study revealed the risks of penetration into the EAEU customs territory of unsafe plant products; analyzed the results of control measures to comply with quarantine phytosanitary requirements in the customs territory of the EAEU member states in relation to plant products; to investigate the interaction of state regulatory bodies in order to ensure the safety of plant products. This served as the basis for justifying the need in the modern digital economy for

the further development of interagency electronic interaction as a factor in improving the quality of customs services provided to business entities and reducing the time and cost of control measures.

Keywords: plant products, phytosanitary risks, ensuring the safety of plant products, quarantine phytosanita.

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Directions of improving the financial state of the organization in the agricultural sector of the Belgorod region economy. P. 178-193.

Abstract. The basic goal of the study is to search for ways to improve the financial condition of organizations in the agricultural sector of the economy of the Belgorod region. In the current economic conditions of managing large agricultural enterprises, of particular interest is the development of new approaches to improving the assessment of the financial condition of organizations in the agricultural sector of the economy of the Belgorod region according to the balance sheet. Different authors offer different methods of financial analysis. The research methods actually used were an integrated approach to research, a coefficient method, a comparison method, a method of personal observations, generalization and systematization of the results of scientific thought. The relevance of these issues is confirmed by the fact that more and more copyrighted methods in the field of financial analysis according to the balance sheet are published in periodicals. In a scientific article, the authors focus on the relationship between the effectiveness of financial analysis and its information base. The authors are of the opinion that when choosing a methodology, the results of economic research may be different. A set of measures aimed at the effective use of the financial resources of the enterprise to achieve its strategic goals is presented. Based on the results of the study, it can be concluded that special attention was paid to the role of balance indicators in assessing the financial condition of organizations in the agro-industrial cluster, which significantly increase its information resource and allow an objective assessment of the results of organizations and their financial condition.

Keywords: economic methods of analysis, balance sheet, financial condition, financial stability, business activity, profitability.

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Development of customs declaration as one of the types of services based on information technologies. P. 194-203.

Abstract. The purpose of the study is the theoretical justification of customs declaration as one of the types of state customs services, determination of its content, analysis and development assessment in the Russian Federation. This goal is achieved on the basis of the results of the allocation, analysis and evaluation of quantitative indicators of the provision of state customs

services in the form of customs declaration of goods in the Russian Federation, the results of which predetermined the choice of directions for their development. When conducting the study, general scientific methods of a theoretical level were applied that apply to public services. The study of customs declaration as one of the types of state customs services provided by the customs authorities of the Russian Federation, and the assessment of its application were carried out using general scientific methods of the empirical level. Based on the results of the analysis of the nature of customs declaration as an element of customs regulation, it is proposed to consider it as a process of direct interaction between a foreign trade participant and a customs authority when performing export-import operations in the form of one of the state customs services provided to foreign trade participants by customs authorities in the process of international trade transactions with the aim of reducing the time of release of goods and expenses directly interacting parties associated with its movement across the customs border, and also proposed areas for the development of technology for customs declaration in electronic form, such as: the development of centers for electronic declaration; technologies for customs declaration when placing goods under the customs procedure; technologies based on customs declaration in electronic form.

Keywords: customs declaration, state customs service, information technology.

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Evaluation of the macroeconomic environment impacts on the operation of Russian audit organizations. P. 204-214.

Abstract. Dynamics of the macroeconomic conditions of activity (economic situation, political conditions, a set of legislative and regulatory frameworks for activity) have a significant impact on the current financial condition of all economic entities. In the conditions of unstable development of a market economy in Russia over the past years, audit services market and its various segments are characterized by multidirectional trends: some audit organizations are merging, others are switching to business diversification strategies, expanding the list and increasing the volume of services provided, and begin to practice the provision of additional services, including those of a consultative nature, but small audit organizations leave the market altogether. The article assesses the impact of the macroeconomic environment on the functioning of audit organizations. The authors are inclined to believe that the trends in the development of audit activity are due to the increasing influence of globalization processes on business and the economy as a whole, the state of the Russian economy, as well as the influence of instability and changes in the regulation of audit activity at the state level. Particular attention is paid to personnel problems of the functioning of audit organizations: state regulation, improving the procedure and methods for conducting a qualification exam, etc.

Keywords: macroeconomic environment, audit services market, audit organization, state regulation, legislation on audit activity.

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**Evaluation of the application of public-private partnership in the Rostov region.
P. 215-221.**

Abstract. Low rates of the national Russian economy development complicate the process not only of state development in the economic sector, but also constrain regional growth. Insufficient financing of regions leads to stagnation, and in some cases to regress of infrastructure. One of the measures to prevent this situation is the public-private partnership platform, which can become a mechanism to stimulate the expansion of the economic horizons of the subjects of the Russian Federation. The relevance of the study of this topic is due primarily to the fact of stimulation of regional competitiveness in the markets through the introduction of PPP. The purpose of this article is to analyze the application of public-private partnership in the Rostov region. The article analyzes the experience of interaction between the state apparatus and private companies in the framework of public-private partnership agreements in the Rostov region. The chosen methodology (analysis, synthesis, comparative method) made it possible to identify regional trends in the PPP process. The article also presents data on the comparison of the Rostov region with other regions of the Russian Federation in the context of using the PPP base. The analysis highlighted the opportunities for the region in connection with this type of contact. The results of the study emphasize the significant potential of interaction between the state and private organizations for the region.

Keywords: public-private partnership, economy of Rostov region, infrastructure development.

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**Social economy: realities and development opportunities in Russian regions.
P. 222-236.**

Abstract: The purpose of this study is to analyze the current state of the regional economy in terms of social indicators, as well as to identify potential development opportunities for the social economy. The article, using general scientific, formal logical research methods, provides a brief theoretical overview of the problem. Based on statistical methods, the socio-economic development trends of the North-West Federal District (NWFED) and the Vologda Oblast are determined. It is established that at the present stage there are crisis features that threaten the sustainable functioning of the social sphere in the regions, which contradicts the basic characteristics of a socially oriented economy. Firstly, there is a significant decline in investment in fixed assets in the fields of education and health, which is one of the reasons for the closure of these institutions. Secondly, the reduction in per capita incomes hinders further economic growth and ensuring a decent standard of living for the population. Thirdly, the reduction of budget expenditures on education, health care does not allow the authorities to fully fulfill their social obligations. These problems necessitate an increase in the effectiveness of the economic policy of the Russian state and the search for additional resources for the development of the regions. One of the tools for solving established problems can be the use of the potential of non-profit sector organizations. In support of the proposal put forward, the article presents the main indicators of development of socially oriented non-profit organizations (SONPO) in the context of territories. The main results and conclusions of the study can be used by regional governments to develop social programs, projects, events.

Keywords: social economy, regional development, non-profit sector, socially oriented non-profit organizations.

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Advantages of sustainable investment. P. 237-244.

Abstract. The purpose of the article is to show the advantages of sustainable investment, which investors can count on to ensure sustainable development, taking into account the main factors: social, environmental and managerial. The first benefit of sustainable investment is the improvement of financial results through the implementation of the strategy of integration of ESG factors into the investment process. The second advantage of sustainable investment is the creation and preservation of value. The third advantage of sustainable investment is timely action that leads to long-term savings. The fourth benefit of sustainable investment is the shift from philanthropy to value creation. The fifth advantage of sustainable investment: from financial results to impact. The sixth advantage of sustainable development can be represented by sustainable investment and long-term values, their relationship and correlation. This publication examines the inclusion of sustainable development provisions in various segments of the portfolio. In addition, investors use investment topics related to solving problems of ecology, social environment and corporate governance. This thematic investment allows one to use growth opportunities and express one's values in the formation of a financial portfolio and influence the world around.

Keywords: sustainable investment, influence investments, ESG factors, environmental, social and managerial factors, investors.

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Industrial enterprise risk management in the context of a balanced scorecard: methodical aspect. P. 245-257.

Abstract. The purpose of this study was to actualize the applied value of a balanced scorecard to manage the risks of an industrial enterprise, to formulate the composition and refine the calculation technique of indicators for measuring its projections. The research is based on the methodology of a balanced scorecard, adapted to the risk management task of an industrial enterprise. The study implemented the methods of logical generalization, establishing causal relationships between economic phenomena and processes, specifying projection meters of a balanced scorecard, and algorithmizing calculation procedures. According to the results of the study, the main reasons that hamper the use of a balanced scorecard in the risk management of an industrial enterprise are identified. The logical relationship between the areas of formation of risks of an industrial enterprise and the key success factors requiring managerial impact in the context of projections of a balanced scorecard is substantiated. The cause-effect relationships of elements of a balanced scorecard are graphically visualized, in which the sources of manifestation of the "associated" risks of an industrial enterprise are formed. Based on the economic nature of these relations, the composition of the gauges of key success factors for managing the risks of an industrial enterprise in the context of projections of a balanced scorecard is formed and the technique of calculating gauges is refined. Methodological recommendations on organizing the implementation of a balanced scorecard in the risk management practice of an industrial enterprise are proposed.

Keywords: risk management, risk management methods, balanced scorecard, industrial enterprise.

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To the question of the concept and criteria or assessing the level of security of regional fiscal sphere. P. 258-267.

Abstract. In the course of the analysis of fiscal security assessment methods, it was possible to identify the lack of a unified approach to the presented problems. Moreover, the approaches available in the scientific literature often provide for the assessment of the security of the fiscal sphere mainly at the macro level, which does not allow to take into account the regional specifics of development and functioning, neglecting the existing regional growth reserves. The purpose of the work was to develop a methodology for assessing the level of security of the fiscal sphere of the region as one of the key components that predetermine a set of threats and dangers of regional economic security, taking into account the peculiarities of the development of territories, and in particular regions with a predominant economic activity "Mining". The paper uses the method of integrated assessment based on the criterion approach with the selection of a set of indicators that most fully reflect the specifics of the regions. The presented method of calculating the integral indicator of the level of security tax-budget sphere of the region enables the assessment of five criteria: sufficiency of budget, the ratio of the budget's main parameters with the GRP, the tax burden on the budget, independent budget, social orientation and the performance budget; to compare the results with the threshold (critical) value (the justification for which is also given in the study), given the specificity of functioning and development of mining regions.

Keywords: financial security, fiscal sphere, regional security.

Marketing, Commerce and Logistics

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Electronic commerce as transaction costs reduction factor. P. 268-281.

Abstract. Current conditions of the growing digitalization of the economy are constantly pushing companies to search for more profitable and efficient ways of doing business. E-commerce is an attractive area of the economy by providing a number of advantages, such as reducing transaction costs, monitoring consumer preferences and providing only the necessary, personalized goods and services. The quite high recent growth in e-commerce requires increased attention to the study and identification of the main aspects of this sector of the economy. The purpose of this study is to assess the impact of e-commerce on the formation of transaction costs. This article presents the main types of transaction costs inherent in the traditional form of doing business. The theoretical and methodological basis of the study was the work of domestic and foreign scientists on the problems of electronic commerce, economic and logical methods of analysis. The article presents the main features of the classification of transaction costs, considered from the point of view of various approaches. The results of the study are to identify transaction costs identified through comparative analysis inherent in e-commerce and the traditional form of doing business. The article presents an assessment of the state of e-commerce and its inherent transaction costs, considers various forms of sales in the Internet commerce system from the point of view of optimizing transaction costs.

Keywords: electronic commerce, Internet, information technology, transaction costs, fulfilment.

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Architecture of Apple intangible assets effectiveness management assessment. P. 282-296.

Abstract. Modern trends in the development of the market environment under the influence of the ongoing digitalization of economic relations radically change the idea of the resources of economic entities, modify their structure and set new priorities in determining the types of resources that are of strategic importance for sustainable economic development in the long term. Among these resources, intangible assets that have a significant impact on the formation of the market value of an economic entity are given special importance. The purpose of this work is to study the results of managing intangible assets of one of the leading companies in the IT market - Apple in the context of evaluating the effectiveness and main subject areas of the assessment process that reveal its architecture. The basic research method was a market review of the global IT market in the segment of intangible assets owned by leading high-tech companies. The study implemented methods of competitive analysis, rating positioning, valuation of intangible assets, portfolio matrices, correlation and regression analysis. The article presents the results of a competitive analysis of Apple and its closest competitors - Microsoft, Google, Facebook, Amazon in terms of comparing the value of brands, intangible assets and their share in the market value of companies using ratings of Interbrand, Boston Consulting Group, Brand Finance. The ratio of tangible and intangible assets of Apple and its competitors with the distribution of intangible assets by the criterion of accounting in the balance sheets of companies is estimated. The structure of intangible assets by sources of formation (marketing, contractual assets, consumers, technologies, goodwill) is studied with the construction of matrices for their distribution in the portfolio of Apple and its competitors. Models of regression dependence of market value and revenue from Apple sales on the value of intangible assets are built.

Keywords: intangible assets, management of intangible assets, competitive positions, rating positioning.

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Marketing the brand as an intangible asset and the problem of its estimation in the current economic conditions. P. 297-306.

Abstract. The importance of studying marketing assets of the organization in modern economic conditions is beyond doubt. Due to the lack of a formalized approach to the study of the essence of branding, many interrelated elements of this theory are considered separately from each other. There is also no unified approach to valuation of intangible assets. The main reasons for this fact are the diversity of points of view on the evaluation mechanism itself, the variability in the interpretation of the results obtained depending on the evaluation goals and development strategy of the organization, as well as the specificity of the scope and distribution of the brand. A feature of the valuation of intangible assets is also its unique form, which requires additional study, collection of information about similar assets in the market and situational selection of

valuation methods. The purpose of this article is to study the characteristics of the brand as a marketing intangible asset, also considering the problems in determining brand value, existing both due to the nature of this asset, and given the imperfection of legislative base in Russia in modern economic conditions. The results of the article are the consideration of the elements of the brand and factors affecting its value, as well as the analysis of existing methods of assessing the value of the brand. It is argued that an important task in the evaluation of the brand is to determine the period of its use, as well as the use of both internal and external data sources. It is concluded that the problems of brand valuation need to be solved at the legislative level and are relevant at present.

Keywords: intangible asset, marketing intangible asset, brand, brand value, methods of brand valuation.

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Quality of functional stability management of Belgorod food industry enterprises. P. 307-321.

Abstract. The article assesses the sustainability of the functioning of enterprises and the quality of their management based on the author's methodology. The methodology includes a system of indicators of operational stability (financial stability ratio, stock ratio with stable working capital, current liquidity ratio, total assets turnover ratio, costs per 1 ruble of products, growth rates of revenue, retained earnings and equity, profitability of sales (by profit from sales and net profit), total assets and equity), calculation of comparative and dynamic integrated assessments. The assessment of sustainability of enterprises using the modified method of total points, building on the basis of comparative integrated assessment rating of enterprises by the stability of functioning, monitoring the dynamics of stability and assessing the quality of enterprise management based on dynamic integrated assessment. This technique was tested on a sample of five food industry enterprises in Belgorod and the Belgorod Region (OAO «Kolos», AO «Belgorodskiy khladokombinat», OAO «Konditerskaya fabrika «Belogor'ye», AO «Belgorodskiy molochnyy kombinat», OAO «Valuyskiy likero-vodochnyy zavod»). The sustainability ratings of enterprises for 2016–2018, dynamic integrated assessment of the sustainability of each enterprise individually for the same period were built, conclusions were made about the level and dynamics of the sustainability of their functioning, as well as the quality of enterprise management.

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

Cooperation and Entrepreneurship

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Formation and development of agricultural cooperation in Russia and Bulgaria. P. 322-363.

Abstract. The aim of this work is to identify the main stages in the development of agricultural cooperation in Russia and in Bulgaria from its inception to the present; to analyze the changes associated with the reform of the cooperative movement management system in Bulgaria from the time of the creation of the first modern cooperative to the present day; to characterize the main stages in the development of agricultural cooperation in Russia in various socio-economic and political conditions. The research methodology includes the use of qualitative methods: a narrative analysis of observational data, statistical information and a literature review, etc. The article discusses the periods of formation and development of agricultural cooperation using the example of Russia and Bulgaria, analyzes the activities of agricultural cooperatives in different historical periods and in different socio-economic conditions. This article presents theoretical and practical changes associated with the reform of the cooperative movement management system in Bulgaria from the time of the creation of the first cooperative to the present. The emphasis is on meeting the needs of members of cooperatives; changes in the management structure in accordance with cooperative principles, values and practical activities. The article shows the driving forces behind the changes taking place in agricultural cooperatives. The results show that reforming the management structure in accordance with the values, principles and practical activities of cooperatives has a direct impact on the number of Bulgarian agricultural cooperatives and on the satisfaction/dissatisfaction of the needs of their members.

Keywords: agricultural cooperatives, management structure, cooperative values, principles and practical activities, meeting the needs of cooperative members; state regulation of cooperatives.

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Approaches to working out public catering development strategy. P. 364-379.

Abstract. For the successful operation of public catering enterprises, it is important to correctly develop an appropriate development strategy. The aim of the study is a strategic analysis of the development of catering enterprises of consumer cooperation at the present stage and the working out of development directions. The article considers theoretical approaches to developing a strategy, analyzes the external and internal environment of organizations, and suggests strategic directions for the development of public catering. The study was carried out on the example of individual consumer cooperation organizations of the Central Federal District. In the research process, the following methods were used: induction and deduction, analysis and synthesis, the observation method, economic and statistical methods (comparisons, groupings, relative and average values, index), as well as marketing analysis methods. We used the data of statistical reporting of the Centrosoyuz (Central Consumer Union of the Russian Federation) and consumer unions, as well as studies of domestic and foreign scientists. The article provides a brief analysis of the development of public catering for consumer cooperation in Russia and individual consumer unions of the Central Federal District for 2016–2018. A comprehensive assessment of indicators of the internal and external environment was carried out, which made it possible to determine the rating of each consumer union by the level of development of public catering. The factors affecting the development of public catering are identified. The study examined the goal of developing a catering strategy and the direction of its implementation. The strategy of catering for consumer cooperation will create favorable conditions for the further development of consumer cooperation, the most complete satisfaction of the demand of shareholders for catering services at affordable prices with guaranteed quality and safety of service.

Keywords: strategy; principles of strategy development; the goal of developing a strategy, catering; consumer cooperation organizations; factors influencing development; social nutrition; commercial food.

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Economic justification of needs in inventory in consumer society. P. 380-388.

Abstract. Economic justification of the need for inventories is considered from the point of view of the effectiveness of the inventory management system in the consumer society. Reasonable formation of inventory requirements provides high productivity of retail trade, efficiency of business solutions for control of demand and provision of goods and customer satisfaction. Economic description of the need for inventories in retail trade is considered from the position of an innovative mechanism for the formation of an order for the supply of goods, based on data on sales and current balances for a certain period. In order to increase the efficiency of the competitiveness of the consumer society, order management is implemented through the algorithm of forming an order for the supply of goods in the information system. The developed algorithm allows to optimize the business process of demand control and provision of goods depending on the actual change in demand for goods, effectively manage inventories and work in conditions when demand is difficult to predict. In this algorithm the priority of replenishment of a stock on nomenclature positions which are most demanded at buyers is realized. The information system of the consumer society provides economic justification of the need for goods integrates and formalizes the information flows in the logistics system necessary for making decisions on purchases, taking into account the deviation from the norm, and provides a rapid response to the situation by automatically forming an order for the supply of goods.

Keywords: commodity stock, threshold level of commodity stock, standard of commodity stock, coefficient of complexity.

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Trends and prospects of consumer cooperation development in the Lipetsk region. P. 389-397.

Abstract. The article discusses the unresolved aspects of balancing the interests of the state, region and municipalities, taking into account the real situation in the business environment and the specifics in the social sphere. The study was conducted as part of a systematic approach. The most important reasons that hamper the formation of entrepreneurial structures in municipalities are identified: limited access to financial resources due to the difficulty of meeting the requirements of the procedure in obtaining borrowed capital for start-up entrepreneurs and subsequent financing of the activities of business entities; low availability of production facilities and local innovation sites due to their insufficiency, as well as the ever-increasing cost of renting

land, premises, equipment, utility bills for resources; the lack of highly qualified personnel due to the temporary migration of the population in the area in search of work in the regional center, in other municipalities and regions; insufficiently high level of a complex of mechanisms of infrastructural support for beginning entrepreneurs. It is recommended to use innovative platforms (for example, such as brown-field and green-field), which create all the prerequisites for the formation of innovative business models and the concentration of cooperative business relationships based on clusters depending on the goals and needs of the market. Thus, the inclusion of consumer cooperatives, usually operating in the legal form of the small business segment, in cluster business models, is the most urgent task and opens the way to increasing competitive potential in the market.

Keywords: consumer cooperation, local government, municipal-private partnership, innovation platforms, clusters.

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Online entrepreneurship in the field of consumer goods and services: practical experience, trends. P. 398-408.

Abstract. The emergence (origin) of new informational and communicational technologies and their business-oriented application in the field of consumer products and services is an integral part of the modern information society, in which, along with innovative solutions, there are more traditional, gradually disappearing from the market, interaction technologies. Similar changes influence on behavior of all subjects of the international trade market, contributing to the emergence, penetration of the market and the popularization of new forms of cooperation between them. One of actually forms of business dealing is online entrepreneurship, which has the widest technological capabilities, but along with this, it also has a number of ambiguous characteristics at realization. The purpose of this research was to substantiate the provisions, proving the relevance and rationality of using the online form of doing business in modern conditions of the global trade market in the context of the analysis of the existing practical experience of the application of online entrepreneurship in various countries and identifying outlooks for the further development of Internet trade taking into account future trends. The research is performed by the activity monitoring methodology for monitoring the activities of a managing subject as a set of analytical works performed using various tools decomposed by the scale and depth of economic researches. The basic methods in this work were: diagnostic methods implemented in relation to its object - online entrepreneurship; goal-setting methods in terms of researching the practical experience of organizing and conducting online trading; methods for monitoring promising trends in Internet trading in the context of identifying existing problems and prospects for the development of a modern business format. The systematic approach made it possible to achieve the goal of the research, as a result, the advantages and disadvantages of modern global approaches to the introduction and development of online entrepreneurship were identified, which form the upcoming trends in the field of consumer products and services.

Keywords: service sector, international trade, online, entrepreneurship, online-entrepreneurship, products, services, consumers, international experience, trends.