

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

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**Problems of industrial development of Russia in the context of economy technologization. P. 9-23.**

**Abstract.** The purpose of this study was to identify and analytically confirm the problems of industrial development in the technological aspect, due to the emerging trend of technologization of the economy. The methodological basis of the work was based on the provisions of the methodology of scientific research, tested by the practice of analytical work; principles of systemicity, reliability, objectivity, causal relationship of economic phenomena. To study the development trends of the studied object, the methods of economic and statistical analysis (time series, coefficient, index, structural analysis) were used; graphic illustration of data, selective observation, logical generalization. The dynamics of the state of the technological development property base, the factor of production seasonality in high-tech types of manufacturing industry, the structure of advanced production technologies, including in terms of their functional groups, and the contribution of high-tech and knowledge-intensive products to the formation of the country's gross domestic product are studied. Based on the results of the study, generalized problems of industrial development are formulated, caused by the trend of technologization of the economy: a slowdown in the renewal process and a sharp increase in the degree of depreciation of fixed assets of technological types of economic activity; the lack of pronounced growth in the active part of their fixed assets; high dependence of high-tech types of manufacturing industry on the factor of seasonality of production; low innovation activity in the field of developing advanced production technologies, imbalance of their species structure; reduction in the contribution of high-tech and high-tech products to the gross domestic product.

**Keywords:** industrial development, technological types of economic activity, technologization of the economy, advanced production technologies.

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**Digital economy as the environment for forming competitive advantages of chain trade organizations. P. 24-34.**

**Abstract.** Development of a market economy in the 21st century has led to increased competition between business entities and has updated the problem of ensuring their competitiveness as a primary condition for creating and maintaining stable positions in national and international markets. Sustainability of development, economic efficiency and adaptation to the conditions of the modern world economy of the subjects of economic relations is determined by the presence of competitive advantages and a successful development strategy. Competitive

advantages are the determinants of the competitiveness of products, goods, enterprises, industries, countries. The concepts of “competitive advantage” and “competitiveness” are closely related. Competitive advantages characterize an entity or business entity and are factor attributes, and competitiveness is the resulting attribute. Using the advantages of the network form of organizing business structures in trade, consisting in the possibility of economies of scale, administrative and managerial and transaction costs, financial ability and the possibility of technological innovative improvement of all business processes, the accumulation of trading capital, network trading organizations have the opportunity to significantly increase their share in the competitive the market. The environment for the formation of internal and external competitive advantages and a prerequisite for increasing the competitiveness of network trading organizations is the use of digital economy tools. The purpose of the article is to substantiate theoretical principles on the use of digital economy tools as a basis for the formation of new competitive advantages of network trading organizations. The methods of scientific generalization, analysis and synthesis, comparison and systematization, grouping and classification are used. The article proposes a classification of the competitive advantages of network trading organizations according to a number of criteria; trends of the digital transformation of the economy, which forms the environment for the manifestation of the competitive advantages of network trading organizations, are highlighted. The following tools are proposed and considered as the main digitalization tools for network trading organizations that form their new competitive advantages: business process automation tools, business intelligence (BI), robotic process automation (RPA), and self-scanning system.

**Keywords:** digital economy, digitalization, competitive advantages, chain trading organizations.

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**Contemporary scope of service support: essential characteristics, structure, approaches to quality assessment. P. 35-46.**

**Abstract.** The modern service sector is a diversified, multi-level complex, in which numerous organizations of various types and legal forms are active participants in economic and distribution processes. Today, service support supports the sphere of material production by creating the necessary conditions concomitant with production. A range of services accompanies the product in the process of its movement along the distribution channel and at all stages of its life cycle: until the time of sale, during the transaction and after the execution of the order. The purpose of this study is to summarize the available approaches to the definition and content of the definition of “service”, the existing classifications and methods for assessing the quality characteristics of a service in a competitive market. The validity and reliability of the research results is confirmed by the use of general scientific methods (dialectics, analysis, synthesis, consistency, complexity). The working hypothesis of the study: modern service is a multicomponent system concept that does not have an unambiguous universally accepted interpretation today and is a socio-economic phenomenon, a dynamically developing field of activity both in accompanying commodity-material production and in the provision and consumption of various types of services. The systematic approach made it possible to achieve the goal of the study, as a result of which the concept of “service” was concretized, the classification of services by forms of human activity was generalized and supplemented, the criteria for

perceiving the quality of services were structured, and indicators for assessing the reliability of goods and services were diagnosed.

**Keywords:** service sector, service, characteristics, structure, quality, service quality assessment, after-sales service, sales, customer satisfaction.

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**Crisis management improvement for ensuring sustainable development of entrepreneurial structures. P. 47-57.**

**Abstract.** In modern conditions of an innovative economy, many organizations are faced with crisis phenomena that reflect their own rhythms of development of an economic entity, sometimes not coinciding with the rhythms of the general development of similar enterprises in this industry or the development of other organizations. The aim of this work was to justify the possibilities of overcoming crisis situations through the use of the capabilities of anti-crisis enterprise management. The study showed that the management of the enterprise needs to anticipate the danger of the crisis, be able to analyze its symptoms, take measures to reduce the negative consequences of crisis phenomena and situations. A similar approach to the management of the enterprise allows achieving sustainable operation of the business entity in the long term. The modern economy has developed an extensive system of financial and economic methods for diagnosing insolvency (bankruptcy) of enterprises, as well as a mechanism for making managerial decisions in the face of a crisis and the threat of possible bankruptcy. The study was based on the enterprise crisis management methodology. The basic methods in the study were: diagnostic methods implemented in relation to its object, goal-setting methods in terms of justifying the tasks of diagnosis and the principles of its implementation; methods for identifying economic risks that cause a crisis in the enterprise. The article highlights the main stages of diagnosing the crisis state of an economic entity, presents the tasks of optimizing enterprise management to overcome the threats to its activities, provides a rationale for the main directions for improving crisis management of an enterprise with Belvneshttrans LLC as a case study.

**Keywords:** crisis management, crisis management policy, instability of the environment, crisis management approaches, crisis management tasks, management optimization, bankruptcy diagnostics.

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**Resource paradigm of industrial ecosystem digital format construction. P. 58-68.**

**Abstract:** Functioning of an industrial enterprise is a process of continuous changes in management subsystems, from the development of deeper production technologies to customization and after-sales service of the consumer segment. In all links of such a chain, transformational changes of the resources used in high-tech products and services occur. The purpose of this article is to highlight the modern resource paradigm, which goes beyond the traditional framework of the economy because of its openness, expanding the presence of companies in the geographical space, and also due to the introduction of digital elements in the operational, financial and investment areas of activity. In this regard, the ecosystem of related parties is increasingly acquiring the status of an entrepreneurial environment with innovative characteristics, in which integrated economic structures, educational organizations, the financial sector, research centers and the state apparatus interact in a platform. In the work, general scientific methods of analysis, synthesis and adaptation of the criteria for assessing resource requirements were used to optimize the network interaction of manufacturing enterprises with a cluster of information technologies. The results of the study indicate signs of a symbiosis of classical and advanced management technologies, which translates into new ideas about the resource management system, the main of which is human capital, as a source of knowledge growth. Identification of needs for new properties of this resource can anticipate the growing demands of the market, accelerate the transition of the national economy to a new technological structure.

**Keywords:** technological integration, customization of production, digital economy, human resource management.

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**State and prospects for the development of foreign trade of the Russian Federation within the framework of inter-regional cooperation. P. 69-84.**

**Abstract.** The aim of the study is to analyze the main trends in the development of foreign trade of the Russian Federation with partners for inter-regional cooperation in the framework of free trade zones (FTAs) and to identify prospects for its development with other potential partners. This goal was achieved on the basis of the analysis of the dynamics of the total volume and structure of the foreign trade turnover of the Russian Federation with the Republic of Serbia and the Socialist Republic of Vietnam (Vietnam), the identification of the peculiarities of the provision of a trade regime between the above countries, the generalization of information on the prospects for cooperation in foreign trade at the level of the Eurasian Economic Union (EAEU) with a number of foreign countries. In the course of the study, general scientific research methods were used, including comparative analysis, generalization, comparison, deduction, induction methods, a tabular method that allowed us to systematize and analyze the relevant foreign trade statistics of the EAEU and the Russian Federation, as well as interpret the results. Since, as one of the EAEU member countries, the Russian Federation provides a free trade regime both within the EAEU and in the framework of bilateral agreements, an analysis was made of the results of the operation of the EAEU – SRV FTA and the Russian Federation – Republic of Serbia, on the basis of which it was concluded on the feasibility of their creation, despite the instability of the development of foreign trade between their participants. At the same time, attention is focused on the fact that, of course, the most promising opportunity to stimulate the economic development of not only the Russian Federation, but also all EAEU member countries is participation in the free trade zone formed at the EAEU level. The development trends of Eurasian integration in the coming years are quite clearly visible thanks to the already adopted programs for the development of various areas of the EAEU, as well as those global and regional areas of interaction that have developed

in recent years. In particular, among the most promising partners of the EAEU member countries in the field of foreign trade at the interregional level, certain countries of Africa, Central and Southeast Asia, the Middle East, Latin America, member countries of the European Union (EU) and the Association of Southeast Asian Nations (ASEAN).

**Keywords:** foreign trade, foreign trade turnover, structure of foreign trade turnover, import of goods, export of goods, regional international economic cooperation, free trade zone, economic union.

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#### **Human capital development in a digital economy. P. 85-93.**

**Abstract.** The article considers the role of human capital in the modern realities of socio-economic development. The authors emphasize the fact that increasing attention to innovation and digitalization forms new qualification requirements for personnel. It is hypothesized that the development of human capital can have a decisive impact on the success of the national project "Digital economy of the Russian Federation". It should be noted that the process of development and implementation of new technologies, including information, requires the development of not only professional (hard skills), but also the so-called flexible skills (soft skills) of employees. The value of such qualities as entrepreneurial and creative abilities, communicative, organizational and leadership skills, the ability to conduct meetings and negotiations, to solve conflicts increases. The development of human potential becomes the main importance, becomes the dominant factor in the growth of the efficiency of organizations and their competitiveness. Because of this, there is a relevance of the development of human capital, with the ability to respond to the changing challenges of modern reality. It becomes obvious that the key directions of increasing labor productivity are the introduction of new, high-tech industries and the development of human capital necessary to serve highly scientific and high-tech sectors of the economy. Today's problems of the quality of human capital and economic development lie in the low level of material and technical equipment of production, outdated ways of organizing labor activity in enterprises, the unsatisfactory state of work ethics and culture, weak motivation of employees, inadequate management system, lack of qualified personnel. The necessity of inclusion in the process of human capital development of all possibilities of system of continuous education, which aims to ensure the adequacy of the competencies of the working population with the socio-economic development of the country.

**Keywords:** human capital, digital economy, innovation, human potential, competencies, abilities, personal qualities, lifelong education.

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**Foreign experience of cluster structures formation and development. P. 94-104.**

**Abstract.** The article discusses the experience of the formation and development of cluster structures in foreign countries, in the context of learning the necessary lessons for the formation of regional clusters and the development of the economy of the Republic of Tajikistan. Clustering is considered as one of the modern concepts of the most effective increase in the competitiveness of regions. The features of cluster structures and initiatives of China and a number of European countries are investigated. The features of cluster development in such CIS countries as the Russian Federation and Kazakhstan are considered. It is proved that the implementation of cluster policy can have a multiplier effect not only on the development of regional economic entities directly involved in the cluster structure, but also on the development of other related and supporting sectors of the country's economy as a whole. As a result of studying foreign experience in the development of cluster structures, potential lessons are identified and their acceptability in the conditions of Tajikistan, as well as the tasks to be solved for the formation and development of clusters are listed. Possible directions of solving problems inhibiting the formation and development of clusters in the country are proposed. Promising areas of using the experience of foreign countries for the development of clusters in the Republic of Tajikistan have been identified.

**Keywords:** cluster, urbanization, industrialization, SEZ, innovation, R&D, cluster policy.

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**Influence of international sports events on the development of the megapolis tourism sphere. P. 105-114.**

**Abstract.** The article is devoted to the impact of international sporting events on the development of the tourism industry of a metropolis. The aim of this work was to study the process of formation of sports heritage and to identify the nature of the impact of an international sports event on the tourism industry in the city of Novosibirsk. The study was based on the application of methods of comparative, system-structural and functional analysis. The article describes theoretical approaches to the definition of the term “legacy” of a sporting event. The role of mega-events in the economy of the host countries is substantiated. The experience of holding and the legacy of sporting events. The author's approach to the analysis of the impact of international events on the development of tourism in a metropolis is proposed, which includes a strictly defined sequence of research. A generalization of the experience and legacy of the youth world hockey championship in some European and Russian cities is given. The results of assessing the current state of the tourism sector in the city of Novosibirsk are presented and factors demonstrating the process of preparing the city of Novosibirsk and the Novosibirsk Region for the Youth Hockey World Championship in 2023 are described. It is proved that for the city of Novosibirsk, holding the Youth World Hockey Championship will have a significant impact on the development of the tourism and hospitality industry. Potential positive and negative forms of heritage for the tourism industry of the metropolis are highlighted.

**Keywords:** tourism, event tourism, sports tourism, heritage of sports events, sports and event tourism, tourist market, hospitality, metropolis.

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**Use of information technologies in the organizations' strategy formation. P. 115-122.**

**Abstract.** In a changing environment, organizations in many semantic aspects require the need to automate strategic management and the ability to quickly adapt to these changes. The article systematizes the concept of strategy, information flow, IT strategy; lists the functions of information flow management; considers the directions of use of the IT strategy of the organization. Determination of the state of the information space is determined by a specific type of resource provision of production-information resource. The information space is formed in a specific environment and is characterized as an information resource of the management system. At the same time, the process of forming the organization's it strategy as a tool to improve competitiveness requires a high level of information flow management. To assess the relationship between information technology and the functioning of the enterprise, it is necessary to form a scheme of business processes within the transformation of information flows in the information system of the organization. The authors identify the main objectives of the IT development strategy aimed at ensuring the relationship between the strategic goals of the organization and the directions of IT development in general, as well as the necessary level of information support for key business processes of the organization. The proposed guidelines for the formation of the IT strategy will allow to develop additional advantages in the management of the organization due to the active use of information flows in the management system of the organization.

**Keywords:** information, information flows, IT strategy, organization strategy.

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

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**Staff motivational potential: integration model. P. 123-132.**

**Abstract.** Achieving the organizational success of a company requires participation of the most motivated employees who act in the interests of the company, contributing to the development of organizational activities. This article aims to develop a conceptual model that combines the basic theory of motivation to determine the motivational potential of employees working in the service sector. The study emphasizes that an integrative model to determine the level of motivational potential of employees should explore the needs, values, motives, goals, expectations of employees. Determining the most important motivating factors will provide a complete basis for analytics, on which managers should rely in their work processes to increase the level of employee productivity. The developed model will indicate various aspects of employee motivation, which directly affects the increase in staff efficiency. In conclusion, this study examines some key theories of motivation in developing an integrative model for determining the level of motivational potential of employees and its impact on the performance of the entire organization.

**Keywords:** personnel motivation, motivational potential, motivational factors, conceptual model, organizational effectiveness.

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

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**Toy market development state and prospects. P. 133-140.**

**Abstract.** The main priority of the state policy of the Russian Federation is to ensure a safe and secure childhood. The concept of “children's goods industry” includes directly the production and sale of goods that directly depend on the consumer audience. The state exercises state supervision over the safety and quality of goods for children, including children's toys. Such a social factor as the cost of toys sold is also important, which directly determines the availability of their purchase [2]. In our opinion, the Russian toy market is developing in new conditions in accordance with global market trends - the rapid growth of children leads to the creation of technologically sophisticated toys (robots, electronic programmable toys), on the one hand, and the development of gadgets for children, on the other. Thus, there is a departure from traditional toys and a transition, respectively, to educational and developing ones. As part of maintaining the link between the format of toys and the formation of a childhood environment (education, parenting and children's health), toy manufacturers have switched to a new development model taking into account the requirements of the modern market. The aim of the study is to study factors affecting the state and prospects of the development of the toy market in the Russian Federation. To achieve this goal, we used methods of sociological and statistical research. The study revealed that recently the childbearing age of women has increased, their sociological status has changed (combining work and caring for children), and the age of children using toys has decreased from 14 to 10 years. It should also be noted that the digitalization of the economy is reflected in the timing of using toys and replacing them with gadgets. In conclusion, the authors of the article formulated the main trends in the development of the toy market in the Russian Federation.

**Keywords:** children's goods industry, quality and safety of toys, import substitution of toy production, toy market structure, characteristics of the adult consumer of children's goods, toy market trends.

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**Brands promotion in the residential real estate market with digital marketing tools. P. 141-154.**

**Abstract.** One of the key trends in the market of marketing communications is the involvement of consumers in the brand community through a "live" dialogue with the brand. In this case, the consumer's interest in this case can be supported by placing useful content on the Internet platforms of the brand, conducting live broadcasts in social media, offering to create a joint information or physical product, obtaining consumer ratings. The role of social media and digital marketing tools in general is becoming apparent. In this regard, the relevance of this article is determined by the importance of studying the possibilities of digital marketing technologies for brand promotion. At the same time, the greatest research interest is represented by social media

marketing tools, which allow to more clearly define the target audience, monitor user behavior in more detail and evaluate its effectiveness. The aim of the study is to determine the possibility of using digital marketing tools to promote brands of residential real estate. To achieve this goal, the article defines the following tasks: identification of communication opportunities of social media, definition of social networks for the promotion of real estate, development of the main stages of the strategy of promotion of immovable property in social networks "Vkontakte" and "Facebook" and evaluation of the effectiveness of promotion. As a method of research, the method of content analysis of advertising materials placed in social networks "Vkontakte" and "Facebook" in the framework of campaigns to promote brands in the residential real estate market of Moscow and St. Petersburg was chosen. On the basis of the study, an algorithm for targeting advertising in social networks "Vkontakte" and "Facebook" was proposed. This approach allowed to evaluate the effectiveness of advertising campaigns in social networks. The results of the study can be extrapolated to the residential real estate market and be of interest to specialists in marketing communications.

**Keywords:** marketing communications, promotion, digital marketing, performance evaluation, targeting.

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**Optimization of promotion costs in the HoReCa sector based on mathematical modeling. P. 155-168.**

**Abstract.** The relevance of this article is due to the high dynamic development of the tourism and hotel services market and the emergence in the last decade of a number of trends in the consolidation of HoReCa sector enterprises under network brands, as well as the strengthening of the role of online interaction with consumers. Following these trends allows us to expand the reach of potential customers of the hospitality industry. In turn, increased competition dictates the need to find ways to optimize the cost of organizing activities for hospitality. The purpose of this research is to find solutions to optimize the cost of brand promotion, based on the specifics of the activity of enterprises in the HoReCa sector. Since, as a rule, the problems associated with optimization belong to one of two groups: distribution and distribution, it is adequate to apply mathematical methods to achieve this goal. In this paper, we consider the combined problem of resource allocation and allocation to the planning horizon. The result of the solution will satisfy the optimal condition of the plan obtained as a result of the calculation, and at the same time will give information about the distribution of resources among economic entities that form a network of hotels of the same brand. The task of the study is to use a mathematical model for dynamic calculation. Programming the corresponding algorithm on a computer will allow to find the optimal solution from the point of view of economic indicators. The resulting algorithm can be used not only in the hospitality industry, but also in other service industries. It is shown that in order to make effective management decisions it is necessary to use serious mathematical methods, such as mathematical programming, and probabilistic models. The mathematical formulas formed in the work were brought to the software implementation on the computer, and the calculations carried out with the use of real data on the activities of the hotel chain made it possible to assess the results of their practical activities and rely on them in the future.

**Keywords.** Brand, promotion, marketing communications, HoReCa, hotel industry, tourism, metropolis, mathematical modeling, dynamic programming, resource optimization.

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**Confectionery product market development risk factors analysis. P. 169-178.**

**Abstract.** In any product segment of the market, its development trends are formed under the influence of a complex of factors that have both positive and negative effects. In the composition of these factors, a special place belongs to risk factors that create threats to the stability of market development, ensuring its balance in the demand and supply of marketable products. The aim of this work is the identification and analytical confirmation of risk factors, the manifestation of which is determined by the trends in the development of production and sales of confectionery products in the domestic and foreign markets. The study was based on the methodology of the dialectical approach to understanding the essence of economic phenomena in their causal relationship and interdependence. The study implemented methods for collecting and processing statistical information; economic analysis of indicators characterizing the state and dynamics of the studied object; graphical and tabular data visualization; logical conclusions; selective observation. The directions of analysis of risk factors for the development of the confectionery market, which meet the economic interests of its manufacturers, are determined. Based on the analysis, risk factors of the market development that were formed in the medium-term retrospective were identified: instability of the dynamics of commodity saturation of the food market as a whole; excess of commodity production of confectionery products over realized demand for them (sales volume); reorientation of domestic manufacturers of confectionery products to foreign markets; replacement of “falling out” commodity resources of the confectionery market with imported products.

**Keywords:** risk factors, industrial production, confectionery market.

## **Cooperation and Entrepreneurship**

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**Selection of consumer cooperation organizations' competitive strategy taking into account entrepreneurial environment imperatives. P. 179-188.**

**Abstract.** The purpose of the study is to develop a methodological basis for the formation of a competitive strategy for consumer cooperation organizations, which helps adapt retail system enterprises to the changing conditions of the external business environment, determines a set of measures to improve their competitive positions in the consumer market and allows them to satisfy their own needs for high-quality goods and services of the broadest profile through the revitalization of entrepreneurship activity. Using the methodological provisions of the theory of systems and the substantiation of the connection of the principles of activity of consumer cooperation organizations with the laws of the functioning of its environment; A theoretical and

applied model was developed to ensure the entrepreneurial activity of system entities in the context of their strategic orientation, the essential content of which allows the leadership of consumer cooperation to increase the validity of managerial decisions to determine competitive behavior and develop an algorithm to ensure competitive advantages in the prevailing market conditions through the use of various types of strategic orientations including entrepreneurial as well as approach applied research, taking into account the potential of entrepreneurial activity and the use of new market opportunities in retail trade enterprises of the system. Based on the use of the matrix analysis method, an adapted cost-effectiveness matrix is proposed, which reflects the competitive position of an individual economic system entity in the consumer market, in accordance with which it is recommended that an algorithm for the selection and implementation of the competitive strategy of retail enterprises of consumer cooperation organizations be formed.

**Keywords:** entrepreneurial environment, entrepreneurial activity, competitive strategy, competitive position, consumer cooperation organizations, social priorities of activity.

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**The need for identification and social participation in cooperatives. P. 189-197.**

**Abstract.** The purpose of the article is to show the need to identify consumer cooperation organizations for compliance with the status of the cooperative and to develop a cooperative social identification audit program. The crisis state of Russian consumer cooperation is noted. It is concluded that one of the main intra-system causes of the crisis is the loss of economic relations with shareholders, underestimation of their potential capabilities and role in the formation of financial, commodity and labor resources, in management and democratic membership control. The way out of the crisis and the restoration of the importance of consumer cooperation in the rural economy will be facilitated by the establishment of cooperation, the adoption of a single law for all types of cooperatives. The scientific novelty of the study is to formulate the concept of identification in relation to cooperation. The features and subject area of social audit of a cooperative organization as an association of shareholders and its place in the system of accounting and analytical support for cooperatives are indicated. A system of indicators is proposed, in accordance with which it is proposed to carry out a social audit. The main advantage of the cooperative's social audit technique is noted, which consists in full compliance with the basic principles of the Declaration on Cooperative Identity, in the availability and prevalence of quantitative indicators, which increases the auditor's objectivity. The conclusion is made about the urgent need for social audit of the cooperative as an association of shareholders and stages of its implementation in consumer cooperation, including with the participation of cooperative educational institutions, are proposed.

**Keywords:** identification, cooperative social audit, internal social audit.

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**Credit cooperative activity assessment based on the efficiency indicators matrix. P. 198-211.**

**Abstract.** The aim of this research is to develop an optimal algorithm for evaluating the effectiveness of a credit cooperative and presenting information in the form of an internal report “Matrix of performance indicators of the cooperative”. The research is based on the study of credit consumer cooperatives and the characteristics of their development in the Russian Federation. The application of the methods of economic and statistical research (the method of selective observation and graphical method), analysis, systematicity and complexity made it possible to develop a matrix and an algorithm for its use, on the basis of which interested parties (organization management) can conduct a reliable assessment of performance indicators of a credit cooperative. In the process of work, specific features of the work of credit consumer cooperatives were studied, statistical data on the activities of the CPC in various regions of Russia were analyzed, the shortcomings of the existing system for analyzing the effectiveness of these organizations’ activities were identified. At the same time, the problem was identified - the lack of a unified internal report that details, ranks by degree of importance and evaluates the activities of a credit cooperative in terms of efficiency. As an alternative solution to the identified problem, the authors have developed and tested a matrix of performance indicators of a credit consumer cooperative as a form of internal reporting. The use of this matrix makes it possible to identify potentially problematic places with the apparently seemingly normal work of the organization and to pay attention to improving controlled indicators, which will improve the efficiency of the credit cooperative and its competitiveness.

**Keywords:** credit consumer cooperative, consumer cooperation, the effectiveness of credit cooperatives, internal reporting of credit cooperatives, performance evaluation.

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**A new impulse in the development of cooperative movement. P. 212-222.**

**Abstract.** The purpose of the article is to study the possibility of creating a “shared economy” through cooperation on the basis of joint ownership of cooperative platforms and the ability to compete with conventional digital platforms. Cooperative platforms are not a new type of cooperatives, but a special way of organizing a digital platform that includes technologies that enable the cooperative sector to create online networks. Recently, there has been increased interest in such platforms that help create a transparent, democratic and decentralized economy. The advantages of a platform-based cooperative business model are the reduction of transactional, operational and other costs for economic entities, fair remuneration, access to information for interested parties on the state of affairs on platforms, and democratic control. Cooperative platforms have a natural source of funding - people who are united by their networks. Such online platforms require a larger number of leaders, leaders and innovators interested in creating a model that benefits many people, rather than accumulating millions for the elite. Enterprises, non-governmental organizations and civil society can increase the efficiency and productivity of their organizations by financing and using joint technologies of cooperative platforms. But the creation and ensuring the effective operation of such platforms is associated with certain difficulties, primarily in the areas of management, technology, growth and capital. Development of platform cooperativism is aimed at uniting all progressive movements.

**Keywords:** cooperatives, digital economy, cooperative platforms, platform cooperativism, advantages and problems of cooperative platforms.

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**Small and medium businesses cooperation development mechanisms problems within the framework of the russian defense-industrial technological complex revolution. P. 223-235.**

**Abstract.** Organization of effective interaction between Russian defense industry and private business is currently an extremely important task. Practical importance of the topic of scientific research is due not only to the need to create well-equipped Armed Forces that fully meet modern global challenges, but also to the need to restore the rhythmic and dynamic functioning of one of the most important subjects of the Russian economy - small and medium-sized businesses. This article discusses measures to increase the role of small and medium-sized businesses in the military-industrial complex and shows possible solutions to increase their share in the defense order. The authors discuss the problems of cooperation between private business and military industry enterprises aimed at increasing the competitiveness and socio-economic significance of these entities. There was an urgent need for the active involvement of small and medium-sized enterprises in the implementation of state defense orders and in cooperation with enterprises of the military-industrial complex. Participation in military-industrial clusters will allow small businesses to receive financial support measures, and enterprises in the military-industrial complex will significantly reduce production costs due to joint cooperation. As the results of the study showed, the mechanism for implementing measures aimed at increasing the share of purchases of goods, works and services by customers from small and medium-sized enterprises is imperfect. In particular, the access of small businesses to the state defense order is severely limited. The authors reveal the urgent problems of enterprises of the military-industrial complex of Russia related to the instability of the state procurement system, low profitability, obtaining licenses and ensuring intellectual property rights, rental of production facilities and many others.

**Keywords:** cooperation, new industrial revolution, military-industrial complex, public-private partnerships, small and medium-sized businesses, state defense orders, state armament program.

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**Development of small and medium businesses in the Republic of Uzbekistan: experience for the Republic of Tajikistan. P. 236-244.**

**Abstract.** This article analyzes the development of small and medium-sized businesses in the Republic of Uzbekistan and the application of its experience in the Republic of Tajikistan. This topic is relevant as world practice shows, namely the support of small and medium-sized businesses and their development contributes to the accelerated development of the country's economy. The issues of taxation of small enterprises are considered, and a comparative analysis of state support for the development of this sector in two states is carried out. An analysis of the current state of the business sector in the Republic of Tajikistan shows that this sector is facing serious problems. Therefore, the main problems in the formation of the effective development of small and medium-sized enterprises are not equipped with financial and property resources or an imperfect financial and credit policy to support entrepreneurship and insufficient government support for small businesses. The article also presents the mission of small business in a market economy, describes the system of state support for small and medium-sized businesses in Uzbekistan. Recommendations are also formulated to ensure the effective development of small and medium-sized businesses in the Republic of Tajikistan, based on the experience of Uzbekistan

in improving state regulation methods in the field of microcredit, simplifying tax rates and supporting enterprises with investments in various fields.

**Keywords:** small and medium business, state support, risk, profit, youth entrepreneurship, innovation.