

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

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**Study of services market development under a changing external environment. P. 9-22.**

**Abstract.** The article discusses the dynamics and structure of the scope of services, the volume of paid services per capita for 2014-2018. The analysis was carried out both in the context of the regions of the Central Federal District, and in the context of certain types of services: domestic, transport, telecommunications, and utilities. The article reveals the factors affecting the volume of activities of service industry organizations in a changing external environment. Possible directions of digitalization of the service sector are shown. It was considered that the positive dynamics of the development of the service sector was stopped due to a new coronavirus infection. The service sector can drastically reduce the volume of its activities in an environment of decreasing customers and reducing orders, lowering cash incomes of the population and, accordingly, reducing the consumption of services. The article draws conclusions on the results of assessing the current state of the service sector in Russia, identifies the current difficulties and suggests directions for adapting service sector organizations to changing environmental conditions. The basic methods in the study were: induction and deduction, analysis and synthesis, an integrated approach to research, diagnostic methods implemented in relation to its object, a comparison method, a method of generalization, as well as systematization of the results of scientific thought on the problems of work and others.

**Keywords:** services market, services, paid services, consumer services, transportation services, telecommunications services, utilities, the external environment, changes in the external environment.

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**Digital technologies: results and prospects of use to improve customs processes. P. 23-34.**

**Abstract.** Digitalization of the Russian economy necessitated the introduction and use of digital technologies and artificial intelligence in all spheres of public life, including ministries and federal departments, which include the Federal Customs Service. The purpose of the study is to assess the role of the Federal Customs Service in shaping the country's federal budget and a favorable business environment for business, protecting its economic interests through the use of digital technologies in the activities of customs authorities. The results of the study showed that digital technologies act as an intellectual platform for the creation of Electronic Declaration Centres (EDCs), improvement of customs processes and customs operations for the declaration of goods and customs control, which entails a reduction in financial costs for businesses, a reduction in the time for customs declarations and automatic release of goods for low-risk foreign trade participants, the number of which is growing annually. This category of business entities transfers over 80% of customs payments to the federal budget revenue, and the income from import operations predominates in their structure. Achieving the completeness and timeliness of customs payments to the budget is ensured by creating a personal account for participants in foreign trade activities, opening unified personal accounts, and providing electronic services. During the study,

a set of methods of logical, structural and trend analysis was used, constructing series of dynamics, visualizing indicators, conceptualizing the main strategic provisions for the development of customs activity in Russia. The results obtained during the study allowed us to conclude that there are potential opportunities for introducing elements of artificial intelligence and creating intellectual customs, which will ensure the timeliness and completeness of the receipt of customs duties and payments to the federal budget, the effectiveness of customs processes in protecting the economic interests of the state, and effectively counter threats to national security of Russia.

**Keywords:** digital technologies, electronic declaration centres, customs payments, customs processes, electronic customs, customs activity.

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**Development of infrastructural capacity as strategic orientation efficiency growth point, ensuring obtaining sustainable competitive advantages of the university. P. 35-48.**

**Abstract.** The aim of this work is a theoretical study of the role of the infrastructure component in improving the quality and accessibility of knowledge and methodological substantiation of the directions of using strategic management tools in assessing the implementation of a strategy that allows considering the infrastructure potential as a driver of efficiency and ensuring sustainable competitive advantages. The essential characteristic of digital learning as an active element of the university's infrastructure potential is substantiated by comparing its general and distinctive features with the concepts of distance and e-learning. Periodization of the evolutionary stages of e-learning was carried out in conjunction with the development of information and communication technologies and the transformation of this process was presented, which made it possible to present elements of the infrastructure potential as a source of the formation and development of sustainable competitive advantages. The theoretical substantiation of the relationship of the concepts of strategy, key competencies, competitive advantages, sustainable competitive advantages, competitiveness, efficiency and infrastructure potential for the selection of the most promising strategic management tools to assess the impact of infrastructure elements on the growth of efficiency as a source of sustainable competitive advantages in conditions for the formation of a digital educational environment. A strategic goal map adapted to the activities of the university has been developed for the formation of a balanced scorecard, within the framework of individual projections of which the target effectiveness and sources of competitive advantages are determined, which made it possible to establish a system of horizontal and vertical links on the problem under study.

**Keywords:** e-learning, digital learning, information and communication technologies, digital technologies, competitive advantages, competitiveness of the university, infrastructure potential, strategic goal map, balanced scorecard, digitalization of the university, digital educational environment.

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**Smart specialization concept introduction - economic development catalyst of the Republic of Moldova. P. 49-59.**

**Abstract.** The concept of smart specialization in the conditions of the Republic of Moldova is one of the important strategic approaches to the economic development of the country due to the specific support of research and innovation. Being an effective tool for economic transformation and stimulating innovative economic growth, the concept of smart specialization is effectively used by the European Commission in the framework of programs to promote cohesion policy. Thus, a number of countries around the world have declared innovation activity a state priority, and this requires significant efforts to create systems that can stimulate innovation, research and development, as well as an innovative entrepreneurial spirit. The development and implementation of the smart specialization strategy in our country is becoming extremely important in the context of the aspirations of the Republic of Moldova towards European integration, but also very difficult, since it requires the participation and joint efforts of various stakeholders. The study presents an analysis of the measures taken and the results obtained at the current stage in the Republic of Moldova, as well as a summary of the actions that need to be taken to successfully develop and implement the smart specialization strategy in our country.

**Keywords:** smart specialization, smart specialization strategy, innovative development, economic transformation.

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**Territorial and dynamic nature use parameters in the southern metaregion of Russia. P. 60-73.**

The study was carried out with the financial support of the Russian Federal Property Fund in the framework of the scientific project No. 20-010-00375

**Abstract.** The purpose of this article is to empirically verify the spatially dynamic asymmetry in nature management of the Southern metaregion and the dependence of its parameters on the territorial organization and sectoral structure of the economy, socio-economic dynamics of the period 1990 (1992)–2018, as well as inequality in the development of the subjects of the South of the Russian Federation. The instrumental basis of the study was the methods of economic and statistical processing of territorial-time series of data, methods of comparative, dynamic, structural analysis, typological groupings. The high socio-economic mosaic space of the Southern metaregion is shown, associated with the backwardness of national entities and the clear leadership of the Krasnodar Territory and Rostov Region. The inherent dependence of the agro-industrial type economy in the Southern metaregion on environmental management parameters is revealed. The empirical verification of the substantial territorial differentiation of environmental management parameters in the Southern metaregion, mainly localized in the Krasnodar and Stavropol Territories, Rostov, Astrakhan and Volgograd Regions. The temporal characteristics of nature management were diagnosed, indicating a disproportion in dynamics between the subjects of the South of the Russian Federation and correlating with all-Russian downward trends for the period 1990 (1992)–2018. The conclusion is formulated on the high spatial-dynamic asymmetry in nature management of the Southern metaregion, the determined dynamics and territorial-sectoral architectonics of socio-economic processes. The necessity of taking into account environmental management parameters in regional management, sectoral projects of new

industrialization, agriculture, tourism, and the distribution of population in the subjects of the South of the Russian Federation is emphasized. The results of the study in the scientific and methodological aspects form the information basis, a problem-oriented field of environmental and economic management and economic decisions that are adequate to environmental management at the southern borders of the country.

**Keywords:** nature management, nature management parameters, Southern metaregion, territorial structure, agricultural specialization, spatially dynamic asymmetry, interregional differentiation.

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**Modern challenges of personnel training in higher school under the conditions of digital economy. P 74-84.**

**Abstract.** The purpose of the study is to analyze current trends in the field of training in higher education in the digital economy. The dynamically changing labor market, characteristic of the post-industrial economy, requires the transformation of the system of training in higher education, which consists in the possibility of building personal professional trajectories of human development and providing great opportunities for professional mobility in the labor market. The implementation of these initiatives is provided for in the framework of the federal project "Personnel for the Digital Economy" of the national program "Digital Economy of the Russian Federation". The authors comprehensively analyze the personnel component of the national program, on the basis of which the scheme for the formation and implementation of the federal project "Personnel for the Digital Economy" was visualized. The authors believe that the urgent task of the modern education system is the creation of such educational content that will allow you to quickly and efficiently learn new skills and integrate into rapidly changing reality. According to the authors, higher education faced the need to digitalize educational activities at the stage of approval of the updated FSES of HE, where it is clearly defined that the educational organization has the right to use e-learning and distance learning technologies, as well as the implementation of programs using the online form of education. Results of the research: the digital transformation of training in higher education should be aimed at achieving the necessary educational results through the formation of an individual learning path using the growing potential of digital technologies, including the use of artificial intelligence methods, virtual reality tools, as well as the development of a digital educational environment in educational organizations.

**Keywords:** training, digital economy, online education, digital technology.

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**Improvement of methodological analysis for hotel services current management and forecasting development. P. 85-96.**

**Abstract.** In the current conditions of the domestic economy development, effective business management highlights the analytical justification for the search for on-farm reserves and the development of recommendations for their implementation in practice. The aim of this study is to develop common methodological approaches to a comprehensive assessment of the hotel business for the possibility of using the results of analysis in the current management and forecasting the development of the hotel industry. Confirming in the research process the hypothesis that state support and the volume of investments in the development of the hotel business determine the level of development of the industry, we used methods of economic and statistical analysis (time series, structural analysis, correlation analysis), as well as a graphical method, a selective observation method and logical generalization. The systematization of problems and catalysts for the development of the hotel industry in Russia was carried out as part of a study of the dynamics of the main indicators of the activity of enterprises in the hotel services sector, including in the context of business entities. An assessment was also given of the area of the number of rooms of certain regions of the Central Federal District in comparison with general indicators for the Russian Federation. The interrelation of structural-dynamic and correlation analysis made it possible to comprehensively evaluate the activities of hotel services enterprises, where, based on the determination of the close relationship between the number of people using hotel services and other accommodation facilities and investments in the development of the hotel industry, the hotel industry was predicted.

**Keywords:** analysis, methodological support, management, forecasting.

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**Development of export activity in the context of state customs services. P. 97-113.**

**Abstract.** The purpose of this study is a critical theoretical analysis of export activities that determine the performance of customs operations, which together serve as the basis for ensuring the integration of the national economy into a global competitive system of economic relations through the sale of domestic goods on the world market as a factor in the development of public customs services. Achieving the goal is predetermined by the fact that one of the strategic objectives of the Russian Federation is the integration of the national economy into the global system of economic relations, which allows both to realize its comparative advantages in the global commodity market and to attract technologies for the production of competitive exported goods to the country. One of the effective directions for the inclusion of the Russian Federation in the world economic space is the development of export activity, which also contributes to meeting the needs of the population of other countries in goods that are not produced or are not produced in sufficient quantities. In this regard, there is a need for a systematic study of commodity export as the basis for the development of customs operations in the field of state customs services. In the course of the study, the authors investigated the theoretical aspects of the concept of “customs operation”, analyzed volumes, trends in the development of export of goods of the Russian Federation, determined its product structure, identified factors that determined the direction of development of export activity. Particular emphasis is placed on the definition and evaluation of the leading partners of the Russian Federation for the export of goods in terms of cost volume and product structure. The results of the study made it possible to identify priority areas for the development

of export activities, providing for the growth of both the overall value and physical volumes of exports, and its non-resource components.

**Keywords:** export, export of goods, export operations, customs operations, export activities, state customs services, national economy.

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**Comparative characteristic of the purchasing ability of Russian regions' population. P. 114-124.**

**Abstract.** Whatever social class structure the modern state has, the well-being of the population will always be among the main goals, along with state security. Welfare, as the level of provision of the population with material and intangible goods, is characterized by many indicators of assessment. At the same time, material well-being is based on the purchasing power of the population. At present, the purchasing power of the population of this country, which characterizes its solvency, is actually not only not growing, but even declining in many respects. At the same time, the purchasing power of the population of the Russian Federation varies by region, due to various factors. The purpose of this article is to give a comparative description of the purchasing power of the population of Russia by region and to identify factors that determine the differences in the solvency of the population of individual regions. In the process of research, various methods of economic and statistical analysis were used, including methods of comparison, groupings, and others. The article presents the results of an analysis of the regions of Russia according to the purchasing power of the population. The main indicators of the purchasing power of the population of the Russian Federation as a whole and in the context of the regions of Russia, including: cash income and expenses of the population; The estimation of population accumulations is given. The analysis of the growth rate of average per capita cash income of the population and consumer prices in Russia for 2015–2019 is carried out and the problems of purchasing power of the population of the Russian Federation over the years are identified. The regions of the Russian Federation were grouped by average per capita cash income for 2019. The leading regions of the Russian Federation by purchasing power of the population for the same period are highlighted. The main factors affecting the difference in the solvency of the population of the regions are identified. An assessment is given of the dependence of the average per capita income of the population on the level of education of the employed population, the degree of deterioration of fixed assets and investment in fixed assets.

**Keywords:** welfare of the population, solvency, purchasing power, consumer basket, living wage, cash income, population accumulation, average per capita cash income of the population, cash expenses, inflation, price index, Russian regions, average monthly wage, pensions.

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**Regional socio-economic policy implementation issues aimed at recipient regions development. P. 125-135.**

**Abstract.** The article examines the problems of implementing regional socio-economic policy related to the reduction of donor regions in Russia and the increase in recipient regions that regularly receive budget funds to align the regional budget. Citizens living in regions with different levels of socio-economic development cannot claim the same quality of life and equal opportunities for employment and career development. Thus, in the recipient regions, there is a higher level of unemployment, lower cash incomes, and an outflow of population. In order to change the current situation, it is advisable to direct the assistance provided to the regions to increase their economy, create jobs and future prospects, which, along with initiatives from the top, means intensifying the search for their own resources for self-development. Currently, the regional social and economic policies must be mainly implemented through ensuring equal opportunities for the population to achieve a decent quality of life and to build a successful career in the regions, as well as through focusing on an innovative development of the regional economies. This entails certain practical difficulties due to the inequality of the regional social and economic systems, which in turn is caused by different resource and infrastructural capacities of the regions, different levels of business development, etc.

**Keywords:** donor region, recipient region, socio-economic policy, socio-economic development, self-development.

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**Condition and prospects of development of Russian tourism industry under restriction measures conditions of 2020. P. 136-144.**

**Abstract.** In connection with the spread of coronavirus throughout the world, including in Russia, in early 2020, a difficult logistic and economic situation in the tourism sector developed. The purpose of the study was to assess the state of the tourism industry in the pre-crisis period and at present, to identify prospects for its development in the context of restrictive measures. According to the results of the analysis carried out in the article, the volumetric indicators of the tourism sector until 2019 had a steady growth rate of tour packages sold to the population despite their parallel rise in price. The most demanded by our population throughout the study period were tour packages to foreign countries than domestic tourist packages, and tourist trips to Turkey remained the leader in terms of sales. However, since the beginning of 2020, the tourism industry has been in a difficult situation due to the coronavirus pandemic - introduced restrictive measures can lead to the closure of up to 30% of travel agencies in the regions, and the damage has already reached almost 27 billion Rubles. The basic methods in the study were: an integrated approach to the study, diagnostic methods implemented in relation to its object, a comparison method, a method of personal observations and generalization, as well as systematization of the results of scientific thought on the problems of work others. The article draws conclusions on the results of assessing the current state of the tourism industry in Russia, identifies the current difficulties and formulates recommendations on the interaction of tourism industry organizations with clients in such a difficult time.

**Keywords:** travel agencies, tour operator activities, travel agencies, travel industry.

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**Organizations' development trends on goods transportation and service under the instability of the external environment. P. 145-155.**

**Abstract.** The purpose of the study is to consider trends in the activities of organizations for the transportation and servicing of goods in conditions of instability of the environment and identify problems of their functioning and development. To achieve this goal, general scientific and special research methods were used. Also, when analyzing trends in the activities of organizations for the transportation and servicing of goods, data from public statistical and accounting reports were used. The study analyzed the dynamics of cargo transportation by mode of transport from 1992 to 2017 and revealed the restructuring of logistics flows by mode of transport in the period from 1992 to 2017. As before, the leaders in transportation and servicing of goods include road transport. During the study, the methods of comparative complex analysis, the methods of induction, deduction and synthesis of the results, analysis were used. In the course of the study, it was found that the relationship between the economy and transportation is bilateral, since economic development, increased consumer demand provoke the growth of transportation and maintenance services, the increase in cargo transportation has a beneficial effect on the investment condition and economic growth rate of a particular region. It should be noted that the movement of goods affects the process of reproduction, formation and consumption of stocks of products. As a result of the study, they came to the conclusion that the modern Russian market for the transportation and servicing of goods is actively developing, the quality of the services provided by transport and logistics companies is increasing, there is an increase in traffic and cargo turnover, this market is rapidly catching up with global trends in the field of transportation and service of goods.

**Keywords:** transport company, cargo movement, cargo servicing, cargo turnover, cargo transportation and servicing, cargo transportation dynamics, types of cargo transportation.

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**Modeling the process of setting and implementing goals as a condition of improving management quality. P. 156-165.**

**Abstract.** The article discusses the features of the process of setting and implementing goals in the organization. The necessity of using the principles of deployability, subordination, and relative importance to build a structured hierarchical list of organizational goals, in which lower-level goals will work to achieve higher-level goals, is shown. Investigated three target

technologies: proactive-target, target-oriented and procedural technologies which are based on self-organization of employee, formulation of tasks executing entities with the timing, means and methods of their implementation, as well as the possibility of external and internal controlling execution milestones to ensure, if necessary, adjustment of the mechanism of work of the contractor. A scheme for setting and using the organization's goals is proposed, which includes: the preparatory stage, which determines which goals actually serve as means for implementing other goals; the main stage, which involves evaluating current factors, analyzing internal factors, evaluating the organizational management structure, and the final stage, which allows evaluating performance, determining recommendations for improving the organization's performance and eliminating identified shortcomings. Based on the research of methods for forming operational goals, a detailed analysis of the "goal tree" method was conducted, the algorithm for building which includes several stages. Recommendations are formulated for modeling the process of setting and implementing goals in the organization.

**Keywords:** goal, setting and implementing goals, goal tree, target management technologies, general goal, operational goal, functional goals, achievability of goals.

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**Digitalization as a factor of economic transformation. P. 166-174.**

**Abstract.** The article attempts to show the transformation of economic processes and digitalization processes in modern society. The advent of computers and sophisticated computing technology marked the latest technological revolution at the moment. Computerization has affected all areas of society. It is difficult to imagine now industrial production, office work, commerce, study or medicine without the use of computers and digital technology. Many scientists study the problems of economic reform, economic transformation. Researchers in different countries are engaged in the mechanisms of digitalization of economic processes. The hypothesis of the study of this work is based on the interaction and interpenetration of digitalization processes in modern society and, accordingly, the transformation of the economy, as one of the leading spheres of human life. The main methods used in the social and economic sciences used in the article contribute to the analysis and generalization of theoretical material, and the methods of deduction, idealization, systemic, dialectic, and historical involve the consideration of digitalization and global scientific and technological transformations in modern society. The current stage of historical development is characterized by many definitions of digitalization and the digital economy, and the article provides some meanings of these terms. An analysis of the studies conducted by scientists in the field of digital economy and digitalization shows that theoretical and practical scientific developments are carried out in all directions, but further comprehensive justifications and methodological developments are needed. In modern society, the development of new technologies naturally leads to the transformation of computerization and the information received, digital technology has penetrated into all spheres of human life. Leading research economists have called on the world community to reflect on all the creative opportunities and risks of digitalization for society. The use of modern digital technologies in the economy, social and other fields should increase the availability and quality of industrial goods, public services, increase the level of awareness and digital literacy of citizens.

**Keywords:** digital economy, economic structures, economic transformations, computerization, digitalization processes, digital business.

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**Analysis of the Russian federation municipal infrastructure management system modern problems. P. 175-187.**

**Abstract.** Communal infrastructure of Russia has many problems. In the process of reform aimed at financial independence of the sphere, new difficulties were added. The object of research is the management system of the municipal infrastructure of the Russian Federation. The goal is a comprehensive review of the problems of public utilities in Russia. In the process of research, methods of dialectical analysis of interconnections, comparative analysis and systematization, grouping and classification were used. The article analyzes and classifies the problems of managing the communal infrastructure of the Russian Federation, the key factors of which are technological, economic, legal, environmental, and social. Next, cause-effect relationships are established for the problems of public utilities in Russia, and in the process of research, problems are analyzed mainly in their relationships. Some problems stand out as root causes that trigger a chain of negative factors; they need to be considered in more detail. One of these problems is the low energy efficiency of the Russian economy, the relationship with the high rate of depreciation of fixed assets of the communal infrastructure is substantiated, and the environmental aspect is also affected. In addition, problems are highlighted: low activity of owners, lack of qualified personnel, undeveloped market relations. As a result of the study, solutions were proposed for some problematic aspects of public utilities.

**Keywords:** communal infrastructure, management, problem factors, utilities, utilities, energy efficiency.

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**Methodological problems of risk assessment of industrial enterprises. P. 188-196.**

**Abstract.** The increasing complexity of the competitive environment of industrial enterprises is accompanied by the enrichment of the subject of applied economic research, the emergence of their new directions, adequate to the ongoing changes in the environment. Among these areas in real business practice, a special place is given to risk assessment, which is being updated in connection with increased turbulence in the market environment. The purpose of this study was to specify and justify the problems of assessing the risks of an industrial enterprise, the solution of which requires improving the methodology of the assessment process and its implementation technique, acceptable for business practice. The work implements the provisions of the general methodology of scientific research, adapted to its subject - risk assessment and the object - an industrial enterprise. The study was conducted using methods for identifying problems and their scientific justification, analyzing the practice of solving problems and identifying areas for its improvement, studying the existing methodological support and arguing the need for its development in relation to the subject of the study - risk assessment of an industrial enterprise. Based on the results of studying the theory and practice of assessing the risks of an industrial enterprise, problems of a methodological order in the subject areas of their manifestation (risk assessment, risk nature, risk assessment procedure, methodological support for risk assessment, risk meters, monitoring of risk-generating factors, risk management) are identified and argued, interrelated on the principle of causation.

**Keywords:** industrial enterprise risks, risk assessment, assessment methodology, problems of the assessment process.

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

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**Mechanism of stimulating impact on the labor of pedagogical workers of secondary vocational education system as a condition of activity efficiency. P. 197-204.**

**Abstract.** The purpose of this study is to identify the motives for the activities of teachers of secondary vocational education, as well as incentives that encourage them to increase the efficiency and productivity of labor. The methods of theoretical analysis of the literature on the studied problem, modeling, observation were applied. The authors analyzed the system-forming factors that motivate teachers to fruitful work, increase professionalism and propose, on the basis of this information, a stimulating system of workers in educational institutions of secondary vocational education, which takes into account the specifics of the work of a middle-level teacher. The result of the study was the construction of an effective system of labor stimulation in organizations of secondary vocational education, taking into account the backbone information about the work of teachers. The authors confirmed the need to improve labor stimulation methods in the education system. The system of incentives for teachers presented by the authors can be applied in the development and implementation of methods in the system of material and moral incentives for teachers.

**Keywords:** labor stimulation, motivation, incentive system, incentive mechanism.

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

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**Strategy for building an attractive image of the territory with branding component. P. 205-215.**

**Abstract.** Formation of an attractive image of the region is a relevant and, in recent times, quite often discussed topic. The article presents a polemic about the content of the concept of "image of a region", shows a structural interpretation of the image of a region based on collective and personal ideas about its competitive advantages. The aim of the study is to develop a strategy for the formation of an attractive image of the Belgorod region, taking into account the branding component, which is based on a system of society's value systems, self-awareness and the goal of personal and national development. To achieve the stated goal, general scientific research methods were used, including studying the nature of socio-economic phenomena, mental and logical (analysis and synthesis, comparison and synthesis of information) and empirical (observation, description, measurement). The study showed that the formation of the image of the region should

be approached from the perspective of a strategic approach that allows rational use of the existing regional potential. The article focuses on the image advertising campaign for branding of the Belgorod region and a set of modern technologies for forming the image of the region and the scope of their application. An algorithm of the formation of an attractive image of the Belgorod region is proposed. The implementation of the strategy of creating an attractive image and branding of the Belgorod region will greatly contribute to the influx of investments, since the brand first of all forms the image of the region, thereby creating a basic idea of its potential.

**Keywords:** image of the region, formation of the image of the region, technologies for forming the image of the region, GR-technology, brand, branding, strategy.

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**Substantiation of strategic priorities for creating competitive advantages of organizations in the conditions of crisis based on the development of strategic planning tools. P. 216-226.**

**Abstract.** The purpose of this study is the theoretical justification of the priority strategic directions for creating and developing competitive advantages and the development of methodological provisions in the strategic planning circuit to improve the assessment of internal and external competitive capabilities of organizations to resist the threats of the crisis, aimed at identifying the factors and conditions for the transformation of threats in the possibility of overcoming the crisis. In the course of achieving the goal, within the framework of the proposed model for managing competitive advantages in a crisis, substantiation of crisis phenomena as a natural and inevitable stage in the activities of organizations is given and the emphasis is placed on the need to consider the crisis situation from the perspective of not only threats, but also the possibilities of entering a new development path. Taking into account evolutionary trends in the development of the theory of strategic management, reflecting the advisability of using a resource-market approach and the principles of exogenous and endogenous models of competitive advantages, a methodological approach to constructing a modified strategic matrix for positioning organizations according to the degree of opposition to the threats of the crisis based on external and internal competitive opportunities, the projection of which reflect, on the one hand, the degree of resistance to the influence of environmental factors, and on the other hand, characterize the level of economic condition due to internal factors. A gradation scale for the integrated matrix construction parameters is proposed, which is formed in the range from the crisis state to weakly unstable, neutral, weakly stable, and stable stable in the order of their increase. The expediency of using a SWOT analysis for gradation of parameters reflecting the degree of resistance to the influence of environmental factors is substantiated, and a mechanism is proposed for harmonizing values characterizing the level of economic condition due to internal factors, the distinguishing feature of which is the selection and presentation of indicators in absolute, dynamic (tempo and incremental) expressions and by establishing the relationship between the indicators of this group. The vector of substantiation of the priority strategic directions of preservation and creation of competitive advantages within the framework of the choice of strategy determined by the occupied position in the matrix is determined.

**Keywords:** crisis, stability, competitive advantages, strategic management, strategic planning, strategic positioning, strategy.

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**Conceptual approaches to the chain retailers competitiveness management. P. 227-238.**

**Abstract.** Dynamism, growing needs and environmental requirements predetermine the need for further development and improvement of the theory of managing the competitive ability of business entities. The purpose of the article is to substantiate conceptual approaches to managing the competitiveness of network retail retailers (network retailers). In the research process, methods of scientific generalization, analysis and synthesis, comparison and systematization, induction and deduction, abstraction, complexity were used. The article discusses the key aspects of the competitiveness of retailers through the prism of four factors that determine the boundaries of the capabilities of a successful company, identified by M. Porter. The definition of the concept of competitiveness management of network retail enterprises (network retailers) as a system of views on the implementation of tasks in the field of improving the competitiveness of an enterprise is given, which reveals guiding ideas and a leading plan for implementing measures to solve the most important problems in this area. In conjunction with competitiveness (the ability of an enterprise to maintain its competitiveness reliably), the concept of stability imperatives has been singled out, which are considered as a universally valid order to adapt an enterprise to changes in the environment for a certain perspective, based on a vision of the future (nature of corporate strategy). At the highest level of governance, the imperatives of stability are interpreted as imperatives of strategic stability. It is indicated that the procedure for developing a competitive strategy provides for the unity of the three blocks (theoretical, methodological, methodological and information-analytical) with details of the essence of each block. The necessity of creating a competitiveness management system for network retailers based on the concept of a value chain that is unique to each retailer and requiring a special analysis system and a paradigm for managing the value management process is substantiated. A competitiveness management system for network retailers based on the concept of a value chain with the allocation of three functional areas of organization and support of the trading process (working with suppliers; working with consumers; creating an effective internal environment of a retail enterprise) is proposed, each of which is a detailed direction for increasing competitiveness.

**Keywords:** competitiveness, competitiveness, management concept, chain retailers.

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**Marketing approach improving to educational process digitizing at higher school. P. 239-247.**

**Abstract.** Modern trends in the development of the Russian economy, which strongly dictate the digitalization of all its fields, actualize the need for transformation and transition to a qualitatively new technological level of both management and the educational process of higher education, which is a leading factor in the competitiveness of a modern higher educational institution. The purpose of this study is to justify areas for improving management and the process of training specialists in economic and humanitarian areas based on the introduction of the latest digital technologies and tools, implementation of CRM principles. To achieve this goal, such methods as the dialectic, systematic approach, observation, description and comparison were used, the results of analytical developments of authoritative organizations on the presence of objective prerequisites for the emergence of new professions functionally interconnected with the digitalization of the economy, requirements for changing the content and technologies of professional training are presented. The authors conducted market research and established feedback of students with university professors, with employers. The authors define the institutional constraints of the digitalization process (HMIS). The main HSPCs in the higher education of modern Russia, which in one way or another affect the digitalization process, are considered. Firstly, the gap between the needs of employers and the professional competencies of university graduates. Secondly, it is finding the balance of supply and demand of labor resources in quantitative and structural aspects within the regions and industries. Thirdly, this is finding consensus in terms of training universal specialists on the one hand and “narrow” specialists on the other. The state legislative and regulatory framework, programs in the field of digitalization of the Russian economy as a whole and of personnel and education, in particular, technologies and tools for transferring management and the learning process in universities to the digitalization track are considered.

**Keywords:** digitalization, higher school, digital platforms, personnel and education, graduates, questionnaires for students and employers, promising professions, targeted training, competencies of graduates.

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**Insight, role, evolutionary stages and approaches of marketing. P. 248-259.**

**Abstract.** The article presents the stages of development of classical marketing, in the framework of the modern period - a geomarketing tool as a combination of the triune outcome of "geographical - geoinformation - marketing" research. The paper systematizes copyright foreign and domestic scientific positions, foreign and domestic views in the field of geomarketing, prevailing as a geographical representation in the form of visual, digital maps with the results of analytical marketing research. The areas of applied geographical results application in analytical practice and managerial business decisions are generalized, the development of the marketing mix theory and a combination of factors when choosing a sales location are substantiated. The analysis of stages (occurrence - a research apparatus in the field of geomarketing; formation - development and increment of research by a mathematical apparatus; population - the use of geoinformation technologies; distribution - a comprehensive economic and geographical analysis of points of sale of a point of sale), the geographical boundaries of geomarketing from the perspective of the evolution of classical marketing theory ( integration - production of goods; reconceptualization - the emergence of marketing management equipment; socialization - the use of a marketing mix

mix; information - relations marketing), the authors' process of transforming the main characteristics of geomarketing is proposed, the dominant approaches are identified (managerial - information gathering; project-analytical - management and planning of distribution networks; geoinformation - searching for the optimal location using geographic information systems tools)

**Keywords:** geomarketing; geographic information technologies; marketing research; classic marketing; marketing maps; location; evolution.

## Cooperation and Entrepreneurship

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### **Retail 4.0: characteristic features and technologies of development. P. 260-278.**

**Abstract.** The aim of the article is the study of retail trade in the context in technological changes and transition to the fourth industrial revolution. The article substantiates the necessity of studying retail trade in conjunction with technological and industrial development and digital economy. The general approaches to the formation of Industry 4.0 are systematized, its characteristics and development directions are outlined. The main or basic technologies of Industry 4.0 are considered to be the Internet of things, the formation of large data arrays and cloud computing. The target settings and the field of application of Industry 4.0 technologies in retail are given. The definition of retail 4.0 is formulated for the first time. The technologies of retail development 4.0 are identified and systematized. The authors developed features or main characteristics of retail 4.0: platform, digital automation and the formation of a smart trade and technological space; cyberification; omni-channel experiences; personification of sales. Special attention is paid to smart trading, technological space and cyber-physical systems in trade. The examples of cyber-physical trading environment – smart stores (smart store) are given. The experience of modeling business models and digital prototyping in special laboratories that are able to reproduce the environment of smart trading and technological space and technologies adapted to retail 4.0 are analyzed. Prototyping is recommended to be used before the process of technology implementation in the business environment.

**Keywords:** retail, Industry 4.0, technologies of Industry 4.0, Internet of things, cyberphysical systems.

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### **Essential aspects in payable labor management in consumer cooperation organizations. P. 279-290.**

**Abstract.** At the present stage, the problem of forming and ensuring the competitiveness of consumer cooperation organizations remains acute. To maintain competitive advantages, cooperative organizations, along with sustainable economic development, must observe dynamism

in the regulation of social and labor relations and personnel management aimed at innovative economic behavior of workers. The formation of new motives of behavior through the manifestation of feelings of interest and economic responsibility for the results of economic activity raises the level of requirements for changing the role and quality of the organization of the management system of business entities. The effectiveness of the modern subjects of market interaction depends on the high organization of the joint work of the workers employed in it, on their qualifications, professional training and level of education, on how the working and living conditions favor humanization of labor, and the satisfaction of the material, social and spiritual needs of people, versatile manifestation of personality. At the same time, the personnel management system should be focused on values, knowledge, creativity, intelligence, competence, professional growth, and sociability of employees to achieve the goals of breakthrough development of organizations. Administrative and managerial personnel should always remember that human resources are one of the significant components in achieving positive animated effects of the economic development of the cooperative sector of the economy. Therefore, the direction of the search for significant aspects in management in order to develop motives for active work and dynamic management, the optimal relationship of social and labor relations and the results of activities in all sectors of economic entities with a cooperative focus are the actual direction of the study.

**Keywords:** material compensation, material incentives, social and labor relations, dynamic development, cluster analysis, remuneration management, digitalization of the cooperative sector.