

Economics and Management in Branches and Spheres of Activity

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State and prospects of catering development. P. 9-23.

Abstract. The aim of the study is to analyze the state and develop directions for the development of public catering. To analyze the development of public catering, economic and statistical methods were used - building time series, comparison, groupings, relative and average values, index, graphic, tabular. The study was based on the use of a systematic and integrated approach. The article analyzes the turnover of public catering, the state of the network of catering establishments both in the Russian Federation as a whole, and in individual federal districts, as well as in the subjects of the Central Federal District. The research was carried out for 2000–2019, statistical material was used. The stages of development of public catering turnover during the analyzed period are highlighted, factors influencing its development are considered. The article presents promising directions for the development of public catering, and also highlights possible options for the development of public catering in the context of restrictive measures associated with coronavirus infection. The proposed directions of development will create favorable conditions for further improvement of public catering, the most complete recovery of consumer activity, as well as the spread of the culture of food “outside the home”. The implementation of the proposed directions for the development of public catering will help to increase the competitiveness of organizations in the market and meet the demand of the population in the services of catering enterprises.

Keywords: public catering enterprises; public catering turnover, directions of public catering development.

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Strategic transformation and practical direction of remote management on the basis of digital technologies as a new form of personnel management in the space of management capabilities. P. 24-36.

Abstract. The article is devoted to the study of remote management, taking into account the active use of digital technologies as a new form of personnel management in the space of managerial capabilities. The authors used the method of theoretical research based on the analysis of existing concepts and approaches relevant to the subject of study; systemic functional, formal logical methods and scientific generalizations. The authors note the relevance and necessity of remote control in the period of pandemics, epidemics, self-isolation and in a number of other cases. The authors position remote personnel management as a popular form of employment. The conditions that must be met when switching to remote control are summarized. The most popular remote professions at the stage of digital transformation are highlighted. The principles and

methods of remote management are systematized. The advantages of outsourcing remote personnel services are outlined.

Keywords: remote management, remote work, remote management, virtual management, remote format, freelance, distance education, distance learning.

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Modeling the strategic behavior of enterprises in the context of the digitalization of the economy. P. 37-49.

Acknowledgments: The research was carried out within the framework of the grant of the President of the Russian Federation for state support of leading scientific schools of the Russian Federation, project number NSH-2600.2020.6.

Abstract. The scientific article aims to substantiate the theoretical and methodological provisions of the algorithm for the strategic behavior of petrochemical enterprises in accordance with the dynamics of the development of the digitalization of the economy. The methods used in the article include: analytical method, method of graphic interpretations, method of economic and mathematical modeling, method of expert assessments. The results obtained are in the development of a model of strategic behavior of petrochemical enterprises; substantiation of the scheme of the factorial dispersion equation, where the points of crisis mini-phases S_1 , S_2 , S_3 are indicated, the construction of management tactics and post-optimization monitoring. The conclusion is that modeling the strategic behavior of petrochemical enterprises makes it possible to significantly improve the optimization process and determine the main directions for their reform.

Keywords: strategy, development, digitalization, petrochemical complex, modeling, competitiveness, enterprise, sustainability, innovation.

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Methods for assessing sustainability management quality of functioning at building materials enterprises. P. 50-59.

Abstract. Ensuring the stability of functioning continues to be one of the most important goals of enterprise management in any sector of the real sector of the economy. Accordingly, continuous improvement of methods of managing the stability of functioning and methods of assessing its quality is required. This article is devoted to methods for assessing the quality of management of the stability of the functioning of enterprises, in particular, a comprehensive assessment. The method was tested on data from five leading enterprises of the building materials industry in Belgorod: OAO Belgorodasbestocement, ZAO Belgorodskij cement, OAO Belgorodstrojdetal', OAO Zavod ZHBK-1 and AO Strojmaterialy. The research period is 2018-2019. The information basis of the study is the public accounting statements of enterprises for 2019. The assessment was carried out using the author's methodology for assessing the sustainability of functioning. The methodology is based on a system of 12 indicators-indicators of

stability of functioning. For a comparative intercompany assessment, the author's method of calculating a comprehensive assessment is used – a modified method of the sum of points. The resulting complex assessments are a quantitative expression of the level of stability of the functioning [4] of some enterprises relative to others in the sample under study. For the final clarification of the level of stability, information is used on the correspondence of the values of indicators to the established standards. For the studied sample of enterprises, ratings of the quality of management of the sustainability of enterprise functioning for 2018 and 2019 were compiled.

Keywords: enterprise management, quality of management, stability of enterprise functioning, comprehensive assessment, modified method of the sum of points, rating, building materials industry.

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Improvement of trade digitalization integrated assessment. P. 60-76.

Abstract. The aim of the article is to develop a methodology for the integral assessment of the level of digitalization in sales for the purpose of formation of a modern information platform that is adequate to the agenda of the digital development and the achievement of "digital" maturity of economic agents in the service sector; expanding the analytical capabilities of the information received; increasing the validity of management decisions taken by retailers. The author of the article sums up the main approaches to the definition of «digital economy», considers the theoretical and methodological foundations of the study of digitalization and types of digital technologies. A critical review of the existing methods of aggregated assessment of development and digital sensitivity of economic agents is carried out by means of indices, their limitations are listed. The main directions of improving of methodological approaches to the general measurement and economic analysis of the intensity of the use of digital technologies in trade are formulated and substantiated. The novelty of the research lies in the fact that analytical methods of system analysis, mathematical tools for structuring the problem and the theory of potentials are adapted for the integral assessment of the level of digitalization of trade. According to the author of the article the main advantage of the proposed method is the formation of a modern information platform that is adequate to the development of industry in the digital environment. The method was used for calculations in the trading sector of the Russian Federation economy, recommendations for the development of trade in the digital environment were given on the basis of the obtained calculations, including the introduction of Internet of Things technologies, electronic commodity exchange operations, and cloud computing.

Key words: digital economy, digitalization, trade, integral assessment.

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Sez innopolis as a spatial vector of innovative development of the republic of tatarstan. P. 77-87.

Acknowledgments: The research was carried out within the framework of the grant of the President of the Russian Federation for state support of leading scientific schools of the Russian Federation, project number NSH-2600.2020.6.

Abstract. The purpose of the study is to assess the impact of innovative tools for territorial development on the economic growth of the region (the Republic of Tatarstan as a case study). A set of institutional mechanisms for rational allocation of productive forces (creation of special economic zones, territories of advanced socio-economic development) is necessary to smooth out

the imbalances in the development of regions. The methodological basis of the research is based on general scientific approaches to the study of innovative areas of territorial development-description, structural-functional and system analysis, and cause-and-effect relationships. To achieve this goal, the article assesses the effects of creating a special economic zone "Innopolis" in terms of spatial and innovative development of the Republic of Tatarstan and the Russian Federation. The article focuses on the analysis of conditions for residents in the SEZ Innopolis, the characteristics of the results of production, economic and financial activities of the SEZ Innopolis, as well as the spatial and economic effects of the implementation of the SEZ Innopolis. It is concluded that the region needs to work systematically with Federal Executive authorities, state corporations and development institutions to include projects implemented in the Innopolis special economic zone in state, Federal target and investment programs. The Innopolis project contributes to the growth of the innovative potential of the Republic of Tatarstan and the country as a whole

Keywords: territorial and innovative development, spatial vector of development, SEZ, project implementation, Republic of Tatarstan.

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Problems of managing sustainable socio-economic development of the russian arctic. P. 88-99.

Abstract. This article is devoted to the analysis of problems of state policy implementation in the Arctic zone of the Russian Federation. In recent years, the development of the Arctic territories has become a priority. Russia has adopted a number of strategic documents that set out the goals and objectives of the state to implement national interests and ensure sustainable socio-economic development of the entire Arctic zone and its individual regions. The main priorities of the Russian Federation in the Arctic are to ensure the implementation of Russia's national interests, high quality of life and well-being of the local population. The purpose of the article is to analyze the problems of implementing the goals and objectives of state policy in the Arctic and find ways to solve them to ensure sustainable development of the Northern territories of the country. The research methods used are methods of system analysis and synthesis, in particular, interdisciplinary analysis of scientific facts that characterize the problems of development of the Arctic zone of Russia (legal, environmental, political, economic, social, etc.). The main strategic planning documents defining the tasks of integrated socio-economic development of the Arctic regions of Russia are analyzed. The approaches of Russian and foreign authors to the development of the Arctic territories, improving the quality of life of the population, including indigenous Northern peoples, and ensuring environmental safety in this unique region are considered. The analysis of the existing management system for the sustainable development of the Russian Arctic is carried out. The problems of determining the object of management – territorial entities included in the Arctic zone of Russia and the mechanisms of selective work with them are revealed. There are problems with the organization of the subject of management due to the large number of decision-making centers – ministries, regional authorities, state and multinational corporations implementing various projects in the Arctic. Based on the analysis, the paper concludes that the existing management system does not correspond to the scale and complexity of public policy tasks in the Arctic zone of the Russian Federation and that it needs to be improved.

Keywords: Arctic zone, Arctic territory, Arctic region, state policy, sustainable development concept, development indicator, resource potential of the Arctic, strategic resource base, management system.

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Microeconomic industrial policies: definition and content issues. P. 100-111.

Abstract. The purpose of this work is to substantiate the problems of determining the essence and content of industrial policy at the microeconomic level, established by analyzing the theoretical positions of domestic researchers. In the process of performing the work, the methodology of a systematic approach to the cognition of the studied subject (industrial policy of the microeconomic level) was implemented in various aspects of identifying its essence and content. The study was based on the methods of studying the accumulated theoretical basis, analyzing the terminological apparatus, highlighting the main components (key aspects) of a generic concept, generalizing approaches to determining the content of the studied subject. The work implements the principles of consistency, hierarchical representation of industrial policy, its causal relationship with strategies in the methodological provisions of strategic management of an industrial enterprise. The complex, institutional, target, hierarchical, strategic aspects of the term "industrial policy" are considered. The key ideas of approaches to determining the content of industrial policy are highlighted, which are acceptable for the microeconomic level in the management context. The problems of defining the essence and content of industrial policy at the microeconomic level are substantiated: multidimensional interpretation of the essence of the term "industrial policy", which causes the absence of its single generally recognized concept; a variety of approaches to determining the content of industrial policy at the microeconomic level, which leads to the ambiguity of establishing its boundaries and principles of formation; the alternative of the options for correlating the policy and strategy of an industrial enterprise, which determines the managerial problems of their implementation in real economic practice.

Keywords: industrial policy, essence and content of industrial policy, enterprise's industrial policy management.

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Development of customs declaration in the context of automation of customs operations in the state customs services sphere. P. 112-129.

Abstract. The purpose of the study is to substantiate the directions for the growth of the level of automation of customs operations in the sphere of state customs services. Automation of customs operations during customs declaration (STOTD) can significantly reduce both time and logistics costs of economic operators, which serves as the basis for creating comfortable conditions for conducting foreign trade activities. The purpose of this study was achieved on the basis of the results of analysis and assessment: submission of declarations for goods (DT) by participants in foreign trade activities in electronic form using the Internet to the customs authorities of the Russian Federation; automatic registration of diesel fuel and automatic release of goods by the customs authorities of the Russian Federation, the Central Customs Administration, the Belgorod customs post; provision of additional customs services to legal entities by the customs authorities of the Russian Federation; average time of customs operations (ESPO) in relation to non-risky consignments of export-import goods; problems impeding an increase in the level of automation

of STOTD. The identified problems led to the development of a set of measures for their leveling, including advanced training of specialists in customs operations; increasing the level of automation of risk management processes; development and approval of draft risk profiles with an automatic type of identification; an increase in the share of participants in low-risk foreign trade activities (VDNUR), including those who are small and medium-sized businesses; expansion of international and interdepartmental electronic information interaction; expanding the practice of automatic dispatching of diesel fuel; advanced training of officials of customs authorities for declaring goods; expanding the practice of providing state customs services in electronic form. The study led to the use of methods such as: induction and deduction, analysis and synthesis, dynamic and comparative analysis, an integrated and systematic approach, as well as graphic and economic-mathematical research methods.

Keywords: customs authorities, state customs services, customs declaration, automatic registration, automatic release, participants in foreign trade, automation of customs operations, customs control.

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Institutional aspects of innovative development of the domestic economy under new digital paradigm conditions. P. 130-141.

Acknowledgments: The research was carried out within the framework of the grant of the President of the Russian Federation for state support of leading scientific schools of the Russian Federation, project No. NSH-2600.2020.6

Abstract. At the present stage, innovative development and digitalization are becoming an integral part of socio-economic development and key factors in achieving the competitiveness of individual economic entities and the economy as a whole. Today, it is not just the involvement of digital technologies in individual socio-economic processes that is becoming relevant, but the digital transformation of the economic system, which should contribute to a radical transformation of all spheres of society. The aim of the study is to assess the results of the digitalization process and the institutional conditions for ensuring digital transformation in Russia at the present stage. As a result of the study, the concept of digital transformation of the economic system was clarified, the institutional mechanisms accompanying the process of innovation and digitalization in Russia were considered, statistical data were analyzed to identify the prerequisites for the digital transformation of the domestic economy, and key barriers were identified and grouped by main economic agents, including institutional traps. preventing the widespread dissemination of digital technologies in Russia. In general, it was concluded that the digital transformation process in Russia has not yet started, despite the positive shifts in most indicators reflecting the involvement of economic agents in the information environment. And the key inertial mechanism that stagnates these processes, in our opinion, is the imperfection of the institutional environment, primarily the impact of cultural inertia as a manifestation of “soft” institutions.

Keywords: digitalization, digital transformation of the economic system, information and communication technologies.

Economy of Labor and Labor Relations

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Competence component of enterprise's labor potential development in the information economy. P. 142-152.

Abstract. Transition to the information economy predetermines the emergence of both new opportunities in the field of human development and new threats, therefore the purpose of the article is to study the influence of the information economy on the possibilities of human development, as well as to scientifically substantiate methodological approaches to the development of the competence component of labor potential in changing conditions. Scientific results were obtained in the course of applying general scientific and special methods: historical generalization; dialectical cognition, systemic and comparative analysis. The article examines the opportunities and threats that arise in the field of human development in the context of the transition to an information economy, both for an individual employee and for the national economy as a whole. These opportunities and threats are primarily associated with such features of the information economy as: automation of production, an increase in the share of information products and services in GDP, the development of remote work opportunities, and the formation of a global information space. In the conditions of informatization of society, there is an urgent need for a strategic approach to managing the labor potential of an enterprise. The process of constant accumulation and increase of the competence component is the most important factor in the enrichment of labor potential and a necessary condition for the sustainable economic development of the enterprise. The authors' point of view regarding the definitions of "competence" and "competence" is substantiated. The methodological aspects of the effective functioning of the concept of labor potential management (USP) are determined: principles and quality standards for building a competency model; criteria and procedure for assessing competencies; algorithm for the formation and implementation of a competency model; a mechanism for building the necessary competencies. A scheme for the formation of the competence-based components of the USP concept of an enterprise is developed. A necessary condition for the successful functioning of the USP concept is the existence of an effective mechanism for the implementation of the employer's requirements, the main element of which is the system for assessing competencies and the rules for conducting such an assessment. When developing a competency model, it is proposed to use four career levels: initial, intermediate, senior, and higher. Eight general competencies are recommended, which define the individual characteristics necessary for the successful work of a specialist and are key to career growth. It is proposed to evaluate the competence component of labor potential using a quantitative multidimensional (multicriteria) model, the components of which are the method of scoring and the method of the integral indicator.

Keywords: information economy, opportunities, threats, labor potential, competencies, managerial skills.

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Problems and prospects of lipetsk region population employment. P. 153-162.

Abstract. The article examines the unresolved aspects of the interests of the state and the region in matters of employment and unemployment of the population. Employment of the population is the most important characteristic, an indicator of the economy and welfare of the country, which is at the same time an economic category and a social problem. The research was carried out within the framework of a systematic approach. An analysis of the provision of public services in the field of promoting employment of the population in the Lipetsk region for the period 2018-2019, as well as in the first half of 2020 was carried out. The most important reasons for the emergence of unemployment as a socio-economic phenomenon are highlighted. Indicators of the state of the labor market in the Central Federal District are given. The structure of the need for workers declared by employers is considered. The obligations of the parties to social partnership and labor relations have been studied. Requirements for personnel are investigated by levels of education and types of activity. It is recommended to modernize the strategy and tactics of the general employment policy in the country, which should become active not only in relation to the unemployed themselves, but also in relation to the labor market. Particular attention should be paid to preventive measures to reduce youth unemployment. To solve the problem of employment of the country's population, it is necessary to take into account the specifics of the labor market of each region.

Keywords: employment, unemployment, economic category, social problem, labor market, employers, vacancies, data bank.

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Sectoral and professional shifts in the labor market under the influence of technological changes and digitalization. P. 163-173.

Abstract. Active technological changes caused by digitalization and robotization stimulate the influence of factors that reduce labor intensity and naturally entail the widespread use of "unpopulated" technologies. The purpose of the research is to study the direction and dynamics of sectoral and professional changes in employment in some developed countries and Russia, caused by the processes of robotization and digitalization of the economy. In the process of research, methods of statistical analysis, induction, analogy, comparison, causal approach were used. The positive and negative effects from the expansion of the use of IT technologies and production automation, as well as the disproportionality of professional structural shifts, are highlighted. The negative effects will affect, first of all, traditional employment – in transport, industry, and in the sectors of telecommunications, design and maintenance of robotics, science, education, healthcare, the use of information technology will create new jobs. Taking into account these trends in the labor market, an increase in demand for qualified personnel in the IT sphere with soft skills is expected, including creativity, critical and strategic thinking, the ability to adapt to changes, and

communication skills. In general, the digitalization of the economy can contribute to the growth of the norm of free time in society, creating the prerequisites for increasing social welfare and economic development.

Keywords: employment, working hours, robotization, labor market, structural unemployment, digitalization, «soft skills».

Marketing, Commerce and Logistics

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Personalization of email messages to potential users for the purpose of attracting them on the B2B platform. 174-186.

Abstract. The aim of the study is to summarize the experience of a startup and develop recommendations for personalizing email messages to potential users as an important component of email marketing. The research methodology includes an analysis of domestic and foreign literature on the problems of email marketing and its tools, personalization of email messages, as well as the study of practical experience in this area, generalization and systematization of the information received. During the study, general scientific and economic-statistical methods were used. The article discusses how to prepare and send personalized emails using an online marketing channel to attract users to the platform as part of the growth hacking strategy of an overseas startup whose product is a B2B platform. The authors substantiated the importance of email marketing as part of a growth hacking strategy, considered the methodological tools of email marketing in order to identify its advantages, trends, as well as negative factors affecting the implementation of the email marketing strategy. In the course of the study, the stages of developing an email marketing strategy were identified and determined, and its role as an effective promotion tool was shown. Personalization of messages for attraction to a B2B platform has its own characteristics, which are also described in this article. The authors propose the most effective solution that takes into account the peculiarities and realities of the startup industry. Next, the effectiveness of the proposed solution is evaluated, as well as statistical data confirming the effectiveness of the proposed tool. The article proposes an effective way to use email marketing tools to attract potential users to the platform. The main performance indicator is the growth of users on the platform and the active registration of invited users during the marketing campaign. Statistical data confirm the effectiveness of the proposed tool, and its use does not go beyond the indicated limitations in the resources of the startup in question.

Keywords: marketing, email marketing, direct marketing, personalization, email messages, email marketing strategy, growth-hacking, social network.

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Chat bot as a modern digital technology of advertising communications and business promotion. P. 187-195.

Abstract. Chatbot is a modern technology that can take any business and its income to a new level. The bot acts logically, all its activity is thought out in advance, as well as the answers to visitors' questions. If configured correctly, the functionality of a chatbot can be enormous: it answers all typical questions and situations. Currently, a chatbot can replace a whole team of

people, for example, call center employees, the department for receiving and processing applications, cashiers and sellers, as well as many other positions in any company. Such automation is not only a serious saving of the company's resources, but also an opportunity to increase sales and promote a brand. The purpose of this article is to analyze the use of a chatbot for business promotion. The validity and reliability of the research results are based on the use of general scientific methods (dialectics, analysis, synthesis, consistency, complexity). The article discusses the concept and functions of a chat bot, highlights the areas of activity in which the most effective application of this technology. The authors of the article highlighted the advantages and disadvantages inherent in chat bots, presented an algorithm for creating this technology for promoting business.

Keywords: chatbot, social networks, messengers, website, promotion, business.

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Environmental engineering as a development strategy for low-waste resource-saving production systems. P. 196-205.

The reported study was funded by RFBR, project number 20-010-00655

Annotation. The issues of organizing low-waste resource-saving production systems as a key factor in the competitiveness of Russian industrial enterprises are relevant in the context of the accelerated development of scientific and technological progress. The aim of the study is to scientifically substantiate the use of environmental engineering to solve the problems of resource conservation and environmental safety. As the main research methods, the article uses the method of functional modeling to build a logical-informational model of an engineering project, the method of cluster analysis for clustering chemical industries by the level of waste intensity and efficiency of waste turnover. To achieve this goal, the use of the concept of industrial engineering is substantiated to solve the problems of resource conservation and environmental safety using the methods and algorithms of the theory of analysis, optimization and synthesis. A logical-informational model of an engineering project for the organization of low-waste resource-saving production systems with a description of functional elements by phases of the project has been developed. Criteria are proposed and the clustering of industries according to the level of waste intensity and efficiency of waste turnover is carried out to model the decision on the need to implement an engineering project. Depending on the level of waste intensity and waste management efficiency, decisions on crisis engineering or development engineering were modeled in the areas of technological modernization or the introduction of production organization technologies in order to create low-waste resource-saving production systems. The research materials can be used in the development of strategic documents and practical provisions on the organization of resource-saving low-waste production systems in Russian industry.

Keywords: environmental engineering, resource efficiency, low-waste production, waste circulation, production system, cluster analysis.

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Analysis of the regional food market economic potential. P. 206-219.

(Sughd region of the Republic of Tajikistan as a case study)

Abstract. The article analyzes the economic potential of the food market and the dynamics of the number and composition of agricultural enterprises of the Sughd region. The article considers the yield of agricultural food crops in all categories of farms in the Sughd region. It is revealed how the growth of productivity of the main types of agricultural products is reflected in the dynamics of gross agricultural production. The impact of the policy of "open" economy in connection with the entry of the Republic of Tajikistan into the WTO on the food security of the country is considered. An assessment is made of the dynamics of imports of the main types of food products in the region for 2012-2017, as well as the dynamics of import prices for food products in the Sughd region for 2016-2017, which plays an important role in the conditions of import dependence of the Republic of Tajikistan. Thus, it was revealed that the economic potential of the regional food market includes the following main structural components: the volume of gross agricultural output, the food industry, imports of food products, etc. Based on the analysis of the structure of the economic potential and the regional food market, a balance of resources and their distribution was compiled, the tasks of increasing the efficiency of using the potential to improve the supply of food to the population were reflected.

Key words: economic potential, food market, analysis of economic potential, natural resource efficiency analysis, food prices, food market balance.

Cooperation and Entrepreneurship

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World experience of consumer cooperation: creative potential. P. 220-230.

Financing: The work was carried out within the framework of the RFBR grant 18-010-00437 "Cooperation as an instrument for development of rural areas and economic self-organization of population", contract No. 18-010-00437\20 dated March 31, 2020.

Abstract. The article is devoted to the most popular segment of the global cooperative sector – consumer cooperation. Based on the definition of specific features of this type of cooperation, a special dynamism and adaptability of consumers' association in solving vital social problems and implementing the UN sustainable development Goals is shown. The authors argue that the significant growth rates of world consumer cooperation are determined by the lack of conditionality of its development by the formation of material prerequisites and to a greater extent depend on the organization of information and propaganda work to promote cooperative "self-help". The analysis of world experience has shown that an important factor in the growth of the cooperative movement is the exchange of practices between the cooperative organizations of the planet. Being by its nature a public organization, consumer cooperation is an essential part of civil society. The analysis and dissemination of international experience in consumer cooperation plays a significant role in the activation of civil initiative in matters of self-organization. In the field of theory, it is shown how cooperatives are similar to other types of corporations and how they differ from them in principle. The structure of consumer cooperation in the USA is considered. Features of reflection of cooperative identity in the national legislation of European countries are shown. Based on the data from the European cooperative statistics reports, the dynamics of consumer cooperation development in Europe is shown.

Keywords: cooperation, consumer cooperation, prerequisites for growth, dynamic growth, international experience, advocacy.