

Economics and Management in Branches and Spheres of Activity

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Justification of the conceptual model of the strategic architecture of the development of business structures in poultry industry in the conditions of growing crisis threats. P. 9-22.

Abstract. The purpose of this study is to theoretically substantiate the structure and content of the conceptual model of strategic architecture for poultry companies, taking into account the trends in the development of the industry, infrastructural, production, marketing, innovation, organizational and managerial, personnel, financial and economic potential of its companies, which allows transforming threats into opportunities for exit from a crisis situation in the face of growing challenges from the external environment and increasing competition in the market for goods and services. To achieve this goal, an empirical study of the functioning of poultry companies in the agro-industrial complex was carried out with the identification of trends, problems, the likelihood of bankruptcy as the ability to withstand threats and the prospects for their strategic development from the standpoint of analyzing the strategies used and the planning horizon. A theoretical substantiation of the advantages of using an ambitious approach to achieve the goal of transforming threats into opportunities is given, and on its basis, a conceptual model of strategic architecture for poultry companies in the context of an increasing crisis a strategic result that allows you to maintain and increase competitive advantages. In the development of the strategic architecture, a model of a strategy for maintaining the competitive advantages of poultry companies in the face of increasing threats of the crisis is proposed, formed in the outline of the general development strategy and implemented in an integrated system for supporting competitive advantage, which is aimed at reducing risks due to the compositional unity of potential, opportunities, competencies oriented constant change, transforming into the development of dynamic capabilities and value creation for consumers.

Keywords: crisis, strategic architecture, competitive advantages, strategic potential, agriculture, poultry farming, strategy.

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Priority areas for development and support of domestic tourism under restrictive measures. P. 23-36.

Abstract. The article presents the results of a study of the state and problems of the development of domestic tourism in the context of restrictive measures of the Russian economy, evaluating the effectiveness of the support measures taken, and identifying priority areas for the recovery and development of the industry. The authors assessed the indicators of the reduction in world tourist arrivals as a result of the actual closure of international traffic, as well as internal tourist flows. According to the results of the tourist season of 2020, a rating of resorts in Russia,

as well as foreign destinations that are in demand among Russian tourists in the context of restrictive measures, is presented. Among the key measures to support domestic tourism, a program to stimulate affordable domestic tourist trips (tourist cashback) is considered, its main stages and features are described from the standpoint of the effectiveness of the implemented activities. The authors emphasize that these and other measures developed by the Federal Agency for Tourism, including: grant support to tourism industry entities, subsidies for inbound tourism tour operators, financing of master classes, the launch of bonus programs, etc., are aimed at ensuring the restoration and functioning of the industry in a crisis situation. Despite the serious negative consequences of the pandemic for the tourism industry in Russia and the world, the authors have identified a number of areas that have received some development in the context of restrictive measures and state support for domestic tourism, associated with the modernization of the material and technical base of the tourism infrastructure, the development of new tourism products in the domestic market and improving their quality.

Keywords: tourism, tourism industry, domestic tourism, pandemic, travel agent, tour operator, tourist, cashback, subsidies.

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Perspective possibilities of using customs processing procedure in the customs territory as a factor in the development of Russian exports. P. 37-47.

Abstract. Entrepreneurial activities carried out by economic entities in the context of a pandemic announced in the economic space of the overwhelming number of countries, including Russia, are characterized by financial difficulties due to a decrease in production and services provided, limitation of foreign trade relations with foreign business partners due to the introduction of the most developed countries economic sanctions against leading corporations and the largest business structures in Russia. One of the ways to positively change the current economic situation can be the use of customs processing procedures by business entities engaged in foreign economic activity, one of which is processing in the customs territory. The purpose of this article is to assess the benefits of using this customs procedure by participants in foreign trade activities, to analyze the reasons for its limited application and promising opportunities for use in Russia. The implementation of the designated goal was carried out on the basis of a logical analysis of the cause-and-effect relationships of economic phenomena in the context of economic determinants of the use of customs processing procedures, the synthesis of the research results. The use of these methods made it possible to synthesize the priority aspects of using the customs procedure for processing in the customs territory, which consist in the exemption of participants in foreign economic activity from paying customs duties for imported goods intended for placement under the said customs procedure, more efficient use of the capacities of production enterprises in various industries, and an increase in the volume of exports. , which is one of the primary tasks at this stage of development of the Russian economy. The results of the study showed that the intensification of the use of the customs procedure for processing in the customs territory and other customs procedures related to the processing of goods of the member states of the Eurasian Economic Community and goods of foreign origin, will allow business entities engaged in foreign economic activity to increase the volume of exports and receive accompanying economic benefits.

Keywords: customs procedures, export, processing of goods, participants in foreign economic activity, legal regulation, customs legislation, export crediting, risks, non-financial support.

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Management of control functions of an economic subject based on accounting and analytical support. P. 48-55.

Abstract. Internal control of an economic entity is a management system that changes under the influence of various situations. This system should be in constant development and improvement, depending on external and internal factors, so as not to become an obstacle in the development of an economic entity. The quality of the internal control system largely depends not only on current activities, but also on the development of an economic entity in the future. Specification of activities and directions of internal control depend on the types of activities and scale of the enterprise. An internal control system is a concept for managing production processes and the results of an economic entity's activities. First, this system is based on accounting and analytical information. Accounting information becomes the basis for internal control and subsequent planning processes. It is in the accounting system that the information base is formed and the key parameters are selected for an effective internal control system. Moreover, the main task of management accounting is the timely provision of company management with reliable information. The information extracted from the management accounting system is transformed with the help of appropriate internal control procedures and becomes the basis for the development of certain projects and decision-making. This means that the internal control system is not only a form of current control, but also a component of planning and adjusting subsequent activities.

Keywords: business process, internal control, internal control procedures, risk, management.

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Analysis of information technologies to support management systems of petrochemical enterprises. P. 56-65.

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Abstract. The purpose of the study is to identify complex programs for automating production processes at petrochemical enterprises that contribute to the implementation of resource-saving strategies in the context of digitalization. The methodological basis of the research is based on General scientific approaches to the study of management systems – system analysis, description, methods of analysis, synthesis, and cause-and-effect relationships. To achieve this goal, the main directions of optimization of production processes through the use of automation systems are identified. The levels of automation of production process control at petrochemical enterprises are proposed. The experience of implementing digital projects at PJSC Nizhnekamskneftekhim within the framework of the IT systems development Strategy until 2024 is studied. It is concluded that the use of information technologies is one of the conditions for ensuring the competitiveness of products, effective management of production and sales of products.

Keywords: information technologies, management systems, production systems, digitalization, petrochemical enterprises.

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Improving the quality of customs declaration of customs value based on application of goods delivery basic conditions. P. 66-75.

Abstract. The aim of the study is to substantiate the widespread use of the basic conditions for the delivery of goods - International commercial terms (Incoterms rules), as the basis for the formation and establishment of the contract price, which serves as the basis for determining the customs value of goods, which is the calculation basis for ad valorem customs payments. The purpose of this study was achieved on the basis of the results of the analysis and assessment of the results of customs control during the customs declaration of goods by participants in foreign trade activities in terms of control of the contract price, basic delivery conditions, customs value and customs payments. The revealed circumstance predetermined the rationale for expanding the international practice of conducting foreign trade activities of economic entities of the Russian Federation in terms of customs declaration of the customs value of goods, the basis for determining which is the contract price formed taking into account the rules of Incoterms, including such basic delivery conditions as: Ex Works, Free Carrier, Free Alongside Ship, Free on Board, Cost and Freight, Cost, Insurance and Freight, Carriage Paid to, Carriage and Insurance Paid to, Delivered at Point, Delivered Named Place Unloaded, Delivered Duty Paid. The study predetermined the use of general scientific methods of theoretical and empirical levels in relation to assessing the quality of customs declaration of goods in terms of the contract price, basic terms of delivery, and customs value.

Keywords: participants in foreign trade, contract price of goods, basic delivery conditions, Incoterms, quality of customs declaration, customs value, customs authorities, customs control.

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Economic security in conditions of information e-economy psychologization. P. 76-85.

Annotation. The aim of the presented research is theoretical development of ensuring the formation of national economic security in the context of the psychologization of the information e-economy. The basic idea is based on the approach that the information economy is a modern stage in the development of civilization, is identified with the e-economy, which is characterized by a high degree of use of information and information technologies, which forms the dependence of economic processes on information and its qualitative parameters; the widespread use of information technologies in business processes, the growing importance of the IT industry for the economy as a whole; a significant increase in digital and information components in the cost of products and services. Based on the above, we can say that "information economy" means information characteristics of development, characterized by the interaction of traditional and high-tech sectors of the economy based on the active use of intellectual capital and information and communication technologies. Thus, we can talk about an increase in the dependence of economic processes on the development and functioning of the psyche and mental activity of a person and groups of people, that is, the psychologization of economic processes. As a result, the urgency of the formation of national economic security in the context of the psychologization of the information e-economy was substantiated; the features, threats and opportunities for the formation of national economic security in the context of the psychologization of the information e-economy are determined; a conceptual relationship has been developed between the development process of the information e-economy and its impact on the economic security of the economic system.

Keywords: post-industrial society, psychologization of the economy, information, information economy, e-economy, economic security.

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Digital transformation of the regional economy. P. 86-96.

Abstract. Digital transformation is a new factor in the development of regional economic systems. Economic development and economic growth now directly depends on the willingness to accept and make the most of digital technologies. Lack of political will and opportunities for introducing digital technologies into the economy leads to the degradation of the entire economic system. The goal is to study the regional specifics of the digital transformation of the economy, determine priorities and assess the effects of the introduction of digital technologies in regional economic systems. In the course of the research, the results and conclusions of an applied nature were obtained, providing an increase in scientific knowledge and the achievement of the research goal. Methods of analysis, modeling, classification were used. The article assessed the digital transformation of the economy, which made it possible to conclude that currently the southern regions do not occupy leading positions in digitalization ratings. Digital transformation resources are not being used effectively enough in the field of regional governance. Also, a classification of regions was formed, with the help of which differentiated directions of digitalization were identified. The practical significance lies in providing the scientific community and executive authorities with object data for the implementation of the national program "Digital Economy". In the conclusion, the main directions of the development of the digital economy in the constituent entities of the Russian Federation are presented, namely: elimination of the digital inequality; digitalization of the industrial and production complex; formation of a professional training system for the digital economy; creation of technological infrastructure platforms; formation of a positive investment climate and conditions for equal competition. These measures will help reduce differentiation between regions and bring the economy to a new level.

Keywords: digital economy, digital transformation, rating, economic system, region, development index, information technologies.

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Benchmarking model of the university admissions committee and its testing in leading universities of the belgorod region. C. 97-119.

Abstract. The main goal of the article is to substantiate the possibility of using benchmarking tools, techniques and models in the marketing management system of modern organizations. The use of both traditional and well-known marketing research tools, marketing information systems and marketing intelligence, and with the use of promising research technologies and methods designed to identify the competitive advantages and disadvantages of the main marketing and operational processes of a particular university and implement targeted corrective decisions that ensure its growth (university) competitiveness. At present, the disadvantage is the lack of specificity in relation to the subjects, objects and subjects of benchmarking modeling, the insufficient level of meaningfulness in the formulation of the task of benchmarking comparison of the competitiveness and advantages of educational organization. The authors revealed that the success of sustainable work in the educational market for a university depends on the implemented marketing strategy, the starting point of which is the labor market, requests for research and development, and then the existing potential of the university. Thus, this arouses interest not only in the use of benchmarking models, but in measures to develop a full-fledged marketing strategy for a university operating in a highly competitive environment.

Keywords: benchmarking model, University, marketing management, competitiveness, organization management.

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Improving the investment climate of the region as the most important strategic task of regional economic development (the experience of the Nizhny Novgorod region). P. 120-133.

Abstract. The article deals with the problem of improving the investment climate as the most important strategic task facing the economy of Russian regions. This article is the next step of the research published in the author's earlier works, and is part of a series of articles on strategic planning of the investment component of regional innovative development. The study is based on the example of the Nizhny Novgorod region as a region that demonstrates significant results in the implementation of strategic priorities of economic development in terms of its investment component. The purpose of the study is to assess the effectiveness of the use of strategic planning and management mechanisms in addressing issues of improving the investment climate of the region on the example of the Nizhny Novgorod region. The research uses basic methods of comparative analysis, induction, analogy, and causal approach. The paper analyzes the main components of the investment mechanism of the region as elements of a comprehensive strategic planning system that improves the investment climate of the Nizhny Novgorod region. In conclusion, conclusions are drawn about the main effects of improving the investment climate in the region.

Keywords: investment climate, regional development strategy, strategic planning.

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Structural characteristics of the Kuzbass investment process in the context of regional development strategic management. P. 134-147.

Abstract. The experience of strategic transformations in Kuzbass goes back decades: from the first strategic plans of the Kuznetsk coal mines to the search for a new development paradigm in Strategy-2035. The diversity of development models has not been converted into real achievements, unfortunately. In 2019, an attempt was made to revise the development guidelines, setting effective investments as the first and main condition for ensuring economic growth. The issue of attracting investments, as well as assessing their effectiveness for regional development, remains key for Kuzbass in the current period, when the main budget-forming industry - coal mining - is undergoing a serious structural transformation. The article presents a comprehensive analysis of the dynamics, structure and efficiency of fixed investments in sectors of economy the Kuzbass. The study is devoted to solving problems of effective activation of the investment process in the regional economy and structure of the investment process. The article defines the strategic directions of enhancing the investment process. The calculations made it possible to identify structural shifts that have occurred over the past 10 years in the distribution of investment resources by sectors of the Kuzbass economy. In addition, there are potential growth points for enhancing the investment process in strategically significant areas of Kuzbass development.

Keywords: fixed investments, regional development, economic sectors, development strategy.

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Gastronomic tourism in the system of the tourist industry: phenomenology, state and development prospects. P. 148-159.

Abstract. In the modern world, in the conditions of the dominance of impressions over the rational components and assessments of travelers, new types of tourism arise and dynamically develop. One of the modern, high-tech areas of tourist travel is gastrotourism, which is a socio-cultural phenomenon, on the one hand, it actively participates in the socio-economic development of individual tourist areas, and, on the other hand, brings the cultures and peoples of the countries of the world closer together, forming stable and positive communications on about the organization and implementation of gastronomic travel. The development of the tourism sector and the food industry has led to the emergence of a sector of the economy, which has come to be seen as a leisure activity and, at the same time, as a basic tourist service. All tourists, regardless of where they are, consume food services that allow them to get acquainted with local dishes and food traditions that are part of the culture of the country, region, area. A traveler can move to a particular region for a new cultural experience or get acquainted with local dishes and new tastes, one way or another, having a cultural and historical connection with their place of geographical origin, while the tourist gets a gastronomic experience as a result of tasting dishes and observing their preparation. The article identifies the objects of gastronomic tourism, identifies the types of gastronomic travel, identifies the features of the formation of gastronomic tours. The authors give specific examples of events that are "national highlights" in the field of gastronomic tourism, talk about the events that form the trend of gastronomic travel in Europe, give examples of potentially interesting events for the development of gastronomic tourism in our country.

Keywords: service sector, tourism, gastronomy, catering, travel.

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Priorities of industrial development of the Republic of Tajikistan national economy. P. 160-170.

Abstract. The purpose of the research is to identify the priority industries of the Republic of Tajikistan that contribute to the industrialization of the national economy, the effective implementation of structural reforms and an increase in the welfare of the population. The research was carried out using the methods of comparative analysis, logical analysis and synthesis, as well as the analysis of cause-effect relationships. The necessity of industrialization of the economy of the Republic of Tajikistan is argued, the reasons and benefits of industrialization of the economy are revealed, and the indicators for assessing the level of industrialization have been analyzed. The level of industrial development compared with countries which have similar level of socio-economic development to Tajikistan, like Azerbaijan, Moldova, Kyrgyzstan. Also are compared the indicators of the Russian Federation, Kazakhstan to assess the scale of the lag in the level of industrialization. It has been proved that high value added becomes an important criterion for determining priority industries, since it shows the level of industrial production efficiency, contributes to an increase in tax revenues, increases the efficiency of investor investments, serves as a source of higher wages for workers and high profitability of industrial enterprise owners. Necessity of launching a "virtuous cycle" is substantiated, which means increasing consumer demand for industrial products, gives impetus to the development of industry. The priority directions of industrialization of the economy of Tajikistan, based on the development of the

following industries: hydropower, light, food, chemical and mining industries are identified and argued.

Keywords: industrialization, national development strategy, hydropower, chemical industry, light industry, food industry, value added, value added of manufacturing, manufacturing value added per capita, “virtuous cycle”.

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Industrial enterprise innovative development management: the problem of sustainability. P. 171-180.

Abstract. One of the key ideas of the modern economic doctrine is the innovative modernization of industry, which requires the development of an adequate approach to the management of industrial enterprises. The purpose of this study was to study the evolution of scientific views on the management of innovative development of an industrial enterprise and substantiate its prospects in the concept of achieving a state of sustainability. Methodological provisions of management theory, concepts of innovative and sustainable development of economic systems were chosen as the basis for the study. The work implements the genetic method of cognition of the essence and content of the studied subject, uses the methods of the main components, grouping, strategizing. The results of studying the evolution of an innovative approach to industrial enterprise management in the context of the problem of stability and scientific views on the problem of equilibrium of the economic system are presented. The author's definition of sustainable innovative development of an industrial enterprise is formulated, which interconnects its innovative potential and competitive advantages created for a strategic perspective. The key problems that are the constraints of sustainable innovative development of industry and investment activity of industry enterprises are highlighted. The grouping of enterprises according to the criterion of availability and level of development of innovative potential is proposed. The non-alternativeness of the transition of the industrial sector of the economy to an innovative development model has been substantiated. Conceptual directions of sustainable innovative development of industrial enterprises are determined, corresponding to the task of building an innovative model of the economy.

Keywords: industrial enterprise, industrial enterprise management, innovative development, innovative development management.

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The role and significance of urban tourism in the modern regional agenda. P. 181-188.

Abstract. The article examines the peculiarities of the development of local regional markets for tourist services: it is emphasized that in the current conditions of negative challenges of the external environment, each region seeks internal reserves and assesses its own opportunities for dynamizing socio-economic processes. Tourism is one of the sectors of the economy that is actively developing in most regions of the country. Urban tourism is one of the innovative types of tourist activity, which allows us to talk about certain prospects for its development. Large and small cities today can be objectively considered as local tourist destinations. However, in order to activate regional, both inbound and domestic tourist flows, it is necessary to implement and make efforts to create favorable conditions for the activities of all participants in the tourist market. In particular, it is assumed that the implementation of the Federal project "Creating a comfortable urban environment will contribute to achieving this goal. One of the goals of the project is to increase the number of local residents of large and small cities who participate in the creation and promotion of certain elements of a comfortable living environment. Information support is also

important for the development of urban tourism. A successful project in this area is the "100 cities" platform, which is a unique information resource for creating a full-fledged information space that reflects the most interesting, bright, attractive places and events in the city.

Keyword: tourism, city, city tourism, region, tourist center, favorable urban environment.

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Analytical study of business processes transformation of an industrial enterprise in the context of digitalization. P. 189-197.

Abstract. The aim of the study is to assess the impact of business processes on the activities of an industrial enterprise, and to analyze their transformation in the context of the transition to a digital economy. Transformation of business processes of petrochemical enterprises is analyzed using methods of cause-and-effect relationships, system analysis; in the design of business processes, modeling is used based on the IDEF0 methodology. To achieve this goal, the features of digitalization at industrial enterprises have been identified; key technologies of Industry 4.0 are identified; and also the main tools for modeling business processes. Particular attention is paid to the "digital plant" as one of the key areas of business process automation. The experience of a digital plant in the petrochemical industry at the federal level is investigated using the example of Lukoil, where a number of digital solutions are implemented in oil production, power generation, refining, geological exploration, and marketing based on emergency protection and distributed. At the regional level, the experience of a digital plant, and in general, digitalization, was analyzed, using the example of TANECO, Nizhnekamskneftekhim. The assessment of the market of advanced production technologies within the framework of the Technet roadmap is presented. The design of business processes is presented in the framework of the logical information modeling IDEF0. It is concluded that without the transformation of business processes in the context of digitalization, it is impossible to achieve high indicators of labor productivity, profitability of production, competitiveness of the industry; in general, it becomes difficult to switch to a strategy of resource conservation.

Keywords: business process, digitalization, petrochemical complex, key technologies, IDEF₀, digital plant, TechNet.

Marketing, Commerce and Logistics

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Realization of innovative development of municipal sector organizations on the basis of project marketing management elements implementation as part of an effective management strategy. P. 198-212.

Abstract. The purpose of the article is to reveal the essence of the innovative development of institutions, organizations of the municipal sphere with the introduction of approaches to project marketing management in the format of implementing a management strategy. When developing and substantiating the main provisions, a critical analysis of special Russian literature was used. The article emphasizes the idea of the existence of a close relationship between the innovative development of municipal organizations, project activities and strategic management. The

terminology that reflects the concepts of "project marketing", "project marketing management", "marketing project management" is considered. The components of the project marketing complex are shown. The expediency of using marketing contests as an opportunity for the presentation of innovative marketing projects has been substantiated. Attention is drawn to the active introduction of project management in the regions. It is indicated that the Belgorod region is one of the regions that was the first to start successfully implementing project activities at the municipal level. An algorithm for determining the effectiveness of local self-government in the region is presented. The application of digitalization tools in the management system of a municipal entity is described. It is noted that the digital municipality is a new quality of municipal governance as one of the institutions of the digital economy. A model is proposed that reflects the conceptual orientation of a digital municipality, including the main components, tasks, users, services and directions for the development of the institution of a digital municipality.

Keywords: innovative development, project approach, project management in marketing, marketing project management, marketing projects, project marketing, marketing competition, digital municipality.

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Formation of an indicative approach to assessing an industrial enterprise's competitiveness. P. 213-220.

Abstract: The article discusses the essence of the indicator approach to assessing the competitiveness of an industrial enterprise. The question of the formation of such an approach is broad for study, therefore, the purpose of this article was defined as follows – to consider the essence of the indicator assessment and, as a result, to form a sequence of stages in the development of the indicator approach, which can become the basis for further research. To achieve this goal, a review of literary sources on the competitiveness of the enterprise was carried out. The article also provides a justification for the use of such an indicator approach. The main approaches to defining the term "indicator" were identified and grouped. Based on the analysis of the existing definitions of "competitiveness of an industrial enterprise," as well as approaches to its assessment, the main requirements for competitiveness indicators were proposed, according to which indicators should reflect the qualitative state of the competitive position of the enterprise. The authors also formulated the term "competitiveness indicator." Since the competitiveness of an industrial enterprise is a complex characteristic, it is necessary to use a similar set of indicators to evaluate it in the framework of the indicator approach, which leads to the question of creating a system of indicators. To do this, the main requirements for the desired system were determined, based on the main properties of the systems and the interpretation of the competitiveness of the enterprise. Further, the authors identified the main tasks of forming such a system, which were deepened and supplemented by subsequent decomposition. As a result, a number of consistent tasks were obtained, the solution of which allows us to form a system of indicators for assessing the competitiveness of an industrial enterprise.

Keywords: competitiveness of industrial enterprise, economic indicator, competitiveness indicator.

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Synthesis of the stakeholder approach and situation analysis when developing an organization development strategy. P. 221-231.

Abstract. The subject of the research is the peculiarities of the application of the situational (SWOT) analysis method in the context of the stakeholder approach to assess the activities of organizations and develop their corporate strategies. The purpose of the study is to develop a scientific and methodological apparatus that allows you to determine the key internal and external factors affecting the activities of enterprises and identify the relevant stakeholders. The proposed methodology helps to give a qualitative assessment of the degree of satisfaction of each of the stakeholders, and can also be useful in assessing the risks of a conflict of interest among them, which will focus on the most significant consequences of their intervention. The methodological basis of the study is the stakeholder approach, on the one hand, and the situational analysis method, on the other, allowing to explore possible relationships between stakeholders of different groups and creating opportunities for economic and mathematical modeling and optimization of relations between stakeholders and the organization. Such a synthesis of research methods is necessary to identify the reasons for a possible collision of interests of stakeholders, which is important when developing scenarios for the development of an organization and determining its optimal strategy. The work also uses traditional general scientific research methods such as observation and experiment, analysis and synthesis, comparison and analogy. The author highlights the advantages of the combined use of these methods. Based on the results of the study, it was concluded that the proposed approach allows for more clearly structuring stakeholders, linking them with positive and negative factors, taking into account the relationship between factors that are significant for the organization and making the management decision-making process more efficient.

Keywords: stakeholder approach, situational analysis, development strategies, interaction, stakeholders.

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Competitive conditions for choosing an approach to economic security strategy. P. 232-241.

Abstract. The result of strategizing economic security is the implementation of a strategy that ensures the protection of the economy from threats posed by the market environment; it is directly dependent on the choice of an approach to strategizing, its adequacy to changes in the market environment over time. The purpose of this study is to define the specification of competitive conditions that determine the choice of approach to strategizing economic security, and their two-level decomposition according to the principle of causation, in the categories of "cause" and "effect". The methodological basis of the study was the laws of dialectics, the laws of development of the market economy and the formation of a competitive environment, the principle of the causal relationship of economic phenomena and processes. In the course of the research, the methods of systemic and competitive analysis, identification of competitive conditions for choosing an approach to the subject under study and their level structural decomposition were implemented. This paper reveals the key provisions of two approaches to the development of economic security strategies: transactional and "large-scale" (providing economies of scale). According to the approaches, the competitive conditions set by the market model are identified, which predetermine their choice when strategizing economic security. A two-level decomposition of competitive conditions into "conditions-causes" and "conditions-effects" is carried out, which are significant for choosing an approach to strategizing economic security, requiring consideration when developing and implementing strategies.

Keywords: economic security, approaches to strategizing economic security, competitive conditions, market transactions, economies of scale.