

Economics and Management in Branches and Spheres of Activity

Gomonko E.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor of the Chair of Economics, Head of the Chair of International Cooperation

Tresnitskiy A.B.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Head of the Chair of Accounting, Analysis and Statistics

Kachan N.A.

Belgorod University of Cooperation, Economics and Law, Senior Lecturer, Chair of Accounting, Analysis and Statistics

Economic aspects of ensuring production sphere safety of the agro-industrial complex. P. 9-22.

Abstract. One of the important conditions for the economic stability of the country's agro-industrial complex is to ensure normal state of economic security of individual enterprises that form this industry, without which it is impossible not only to achieve economic security at the national level, but also to solve medium- and long-term problems of ensuring the development of the production sphere, defined as priority in the Strategy of Economic Security of the Russian Federation for the period up to 2030 (Decree of the President of the Russian Federation dated May 13, 2017 No. 208). The article examines both theoretical approaches to defining the concept of "economic security of an enterprise" in relation to the production sector, the formation of criteria for the economic security of an enterprise in the production sector, and applied aspects that reveal the main threats to the economic security of the agro-industrial complex in the period from 2018 to 2020. The aim of the study is to identify threats to economic security in the production sector by conducting a comprehensive analysis of the state of economic security of enterprises in the agro-industrial complex, taking into account the specifics of ensuring economic security in the production sector. In the course of the study, a set of methods was used, including theoretical ones; empirical; quantitative, statistical. In conclusion, the authors of the article come to the conclusion that the agro-industrial complex has successfully coped with the challenges and threats caused by the pandemic. The diversified structure of production (availability of products with both low added value and high added value) made it possible to successfully withstand global challenges and risks and even improve its results. The main threats to economic security in the industrial sector are the decline in purchasing power and the devaluation of the Rouble.

Keywords: economic security of an enterprise, production sphere, threats, criterion of economic security, agro-industrial complex.

Matveyeva O.P.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Head of the Chair of Customs Operations and Customs Control

Meshechkina R.P.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Dean of the Faculty of Customs Business and Information Technology

Ledovskoy E.E.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Customs Operations and Customs Control

Economic aspect of customs authorities activities: regional aspect. P. 23-37.

Abstract. The purpose of this study is to determine the directions of economic activity of customs authorities and a list of indicators for their assessment, allowing them to outstrip the level of compliance by participants in foreign trade with measures of supranational and national regulation of foreign trade in goods. The achievement of the research goal predetermined the analysis and assessment of: identified trends in the development of foreign trade in goods, including the export and import of goods in the region of the Belgorod Customs; customs payments and other incomes paid in the region of the Belgorod Customs; the effectiveness of customs control in the Belgorod Customs: customs value of goods, classification of goods and the country of origin of goods, prohibitions and restrictions and export controls, intellectual property, currency control; determination of the main directions of quality improvement in the areas of economic activity of customs authorities. The highlighted areas of economic activity of customs authorities in order to determine the level of compliance with the regulation of foreign trade in goods by participants in foreign trade activities allow making informed management decisions aimed at improving the quality of customs control both in the process of customs declaration and release of goods, and after the release of goods. Analysis and assessment of the economic activity of customs authorities and the definition of directions for improving the quality of customs control, as the basis for increasing its effectiveness, led to the use of general scientific theoretical and empirical research methods.

Keywords: customs authorities, economic activity of customs authorities, economic indicators of activities of customs authorities, foreign trade in goods, participants in foreign trade in goods.

Tresnitskiy A.B.

Belgorod University of Cooperation. Economics and Law, Candidate in Economics, Associate Professor of the Chair of Accounting, Analysis and Statistics

Igolkina V.V.

Belgorod University of Cooperation. Economics and Law, Candidate in Economics, Associate Professor of the Chair of Accounting, Analysis and Statistics

Zalevskaya N.A.

Belgorod University of Cooperation. Economics and Law, Candidate in Economics, Associate Professor of the Chair of Accounting, Analysis and Statistics

Economic approaches to improving the evaluation and calculation of reserves for growth in the financial results of the organization according to the reporting data. P. 38-54.

Abstract. In the current economic conditions of management of organizations of the heat and power complex, particular interest is the study of new approaches and developments in the field of improving the assessment of financial results of organizations of the heat power complex of the economy of the Belgorod region according to reporting data. Different authors offer different techniques and methods for analyzing this sector of scientific research. The detailing of analytical procedures largely depends on the goals set for the analyst, as well as on the influence of a number of factors of information, methodological support and technical equipment. The relevance of these research areas is confirmed by the statement, the number of author's methods in the field of assessing the financial results of an organization according to reporting data is being published in the periodicals. In the process of writing the article, the methods of analyzing the financial condition of the organization were used, as described in the works of S.G. Cheglakova, G.V. Savitskaya, S.M. Pyastolov, A.P. Kalinin, N.V. Voitlovsky and I.I. Mazurov et al. The authors of the article come to the conclusion that when choosing a methodology, one should take into account that the results of an economic study may be contradictory. Particular attention in the article is paid to the development of reserves for profit growth in assessing the financial results of

organizations in the heat and power cluster, which significantly increase its information resource and allow an objective assessment of the results of activities and their financial condition.

Keywords: income, expenses, economic methods of analysis, financial result, profit, loss, profitability, reserve.

Makarova G.V.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Customs Operations and Customs Control

Tinitskaya O.V.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Customs Operations and Customs Control

Development of customs operations based on implementation of modern information technologies. P. 55-66.

Abstract. In ensuring the economic security of the state in the field of foreign trade in goods, a significant role is assigned to the customs authorities. Timely and high-quality control measures during customs formalities can significantly reduce the time and financial costs of all participants in the process. The basis for accelerating and simplifying customs formalities is the improvement of the customs infrastructure, in particular, the optimization of its placement, as well as automation. The purpose of the study is to substantiate the need for further use of advanced information technologies in the field of foreign trade in goods in the implementation of customs formalities. The research was based on general scientific and special methods. When using general scientific methods within the framework of the logical approach, the methods of analysis and synthesis, induction and deduction were consistently applied. The study made it possible to identify trends in the introduction of advanced information customs technologies into the practice of the customs authorities of the Russian Federation (RF), aimed at reducing the time for completing customs formalities; analyze and correlate the results of the implementation of the main strategic directions of development of the customs service of the Russian Federation. This made it possible to substantiate the need to coordinate the activities of the customs authorities of the Russian Federation on the implementation of customs administration reforms within the framework of key development policy documents, as well as the feasibility of further digital transformation of state regulatory bodies involved in the field of foreign trade in goods.

Keywords: customs operations, customs declaration, technology for remote release of goods, electronic declaration centers, interdepartmental electronic interaction, customs control, information technology.

Polyarush V.A. Tyrgu Muresh, Romania, Candidate in Economics, Director, NPP «LAUST»

Tarasova T.F. Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Chair of Economics

Living standards and factors affecting them. P. 67-82.

Abstract. Assessment of the standards of living of the population is the most important criterion for the effectiveness of the social and economic policy of the state. Scientists have been studying this problem for many years. In modern conditions, the content side of this category, assessment, economic interpretation and practical implementation, both at the state level, and at the level of the state and regions, enterprises, households, remain relevant and require systematic research and clarification. The purpose of this article is to fill in the missing link in the research of the most important social and economic concept - the standard of living, begun by scientists in the nineteenth century. The article is an analysis of the concept of "living standards" and some suggestions for improving the methodology for its assessment. In the process of work, general scientific methods of cognition of processes and phenomena were applied: methods of scientific cognition used both at the empirical and theoretical levels: dialectics, systemic and comparative

analysis, statistical observation, grouping, index method, method of average values, integral method, method absolute and relative differences, and others. As a result of the study, the authors proposed a diagram that was given the figurative name "economic guillotine", as well as an auxiliary mathematical formula for determining the economic state of a particular individual, its real standard of living in a certain economic environment, and this concept is tied to the degree of its freedom. Among the existing studies in this area, generalized analyzes and patterns prevail, leaving the position of an individual individual beyond the scope of an accurate calculation. The article highlights some of the factors affecting the decline in living standards, as well as suggestions for improving it.

Keywords: living standards, living standards indicators, Gini index, economic growth, economic guillotine, capital concentration, real freedom.

Krasnikov A.V.

North Caucasus Federal University (Stavropol), Candidate in Economics, Associate Professor, Chair of Economics and Foreign Economic Activities

Bredikhina V.A.

North Caucasus Federal University (Stavropol), 1st year Master's Degree Student

Kostarnova V.A.

North Caucasus Federal University (Stavropol), 1st year Master's Degree Student

Main trends in the development of the economy of knowledge in the conditions of globalization. P. 83-91.

Abstract. The knowledge economy is a fairly dynamic phenomenon, focusing on the fact that knowledge has a much greater impact on economic development than it was before. Today, an irreversible process of growth in science intensity is taking place on a global scale, while the lag of the Russian Federation in the field of innovation and development of the national economy can be noted. The relevance is substantiated by insufficient state regulation in the scientific and innovation spheres, this serves as an inhibiting factor in the development of the Russian knowledge economy. The aim of this work is to study the innovative potential of the Russian Federation and a number of other developed countries. In accordance with this goal, such tasks were set as identifying the main trends in the development of intellectual capital in the context of globalization; consideration of the factors of the development of the national knowledge economy that exist today. The tasks set in the work predetermined the use of a set of research methods, combining institutional, systemic, comparative, structural-functional, economic-statistical and other tools of scientific knowledge. The paper proposes directions of innovative development of the national economy. It is concluded that the activities of the state need to be intensively modernized, since, for the period 2020-2035 employment in high- and medium-tech industries of a high level will practically not change, even though the growth of these types of activities will significantly outstrip the dynamics of GDP.

Keywords: knowledge economy, innovation, innovation potential, government regulation, innovation activity.

Kvon G.M.

Urals State University of Economics (Ekaterinburg), Candidate in Economics, Associate Professor, Associate Professor of the Chair of Regional, Municipal Economics and Management

Pozdeyeva O.G.

Urals State University of Economics (Ekaterinburg), Candidate in Economics, Associate Professor, Associate Professor of the Chair of Regional, Municipal Economics and Management

Overcoming economic inequality of subjects of the macroregion: investment and infrastructural aspect. P. 92-102.

Abstract. This article is devoted to the study of the issues of overcoming the economic inequality of regions in the level of their economic development. This inequality is due to the characteristics of the territories, the heterogeneity of the economic space and the trends in the country's spatial development in general. The aggravation of inter-territorial inequality occurs under the influence of the intensifying processes of nonstationarity, the slowdown in the growth rate of the country's economy. One of the directions for solving this problem is the development of infrastructure as a means of developing the production and non-production complexes of the regions, ensuring their effective functioning. An effective tool for infrastructure provision of territories is investment, which acts as a factor in increasing the level of economic development of regions, including on the basis of infrastructure development. Poor infrastructure hinders investment activity in the region, hindering the development of productive forces. The purpose of the work is to identify the inequality that exists between the territories, which determines their differentiation, taking into account the investment and infrastructure aspects required for their development. The leading method in the study of economic inequality of the subjects of the macroregion is comparative and retrospective, which allows to identify approaches to the study of the impact of investments on the infrastructural development of regions in order to overcome the existing imbalances. The subjects of the Ural-Siberian macro-region are taken as the object of the study, the analysis of the infrastructure and the existing level of economic development of which makes it possible to identify modern trends in inter-territorial inequality. Based on the study conducted on the level of existing inequality, on the results of assessing the infrastructure and the necessary investments for its development for each constituent entity of the Russian Federation of the Ural-Siberian macroregion, the paper concludes that there is significant inequality in both economic development and infrastructure provision of regions and federal districts. To eliminate this inequality, it is necessary to increase investment in infrastructure, the return on which will help smooth out the existing imbalances.

Keywords: economic inequality, investments, macroregion, regional infrastructure, infrastructure development index.

Sevryukov I. Yu.

Novosibirsk State University of Economics and Management "NINH", Candidate in Economics, Associate Professor, Associate Professor of the Chair of Business in the Sphere of Services

Modern megapolis as a tourist attraction magnet. P. 103-116.

Abstract. Today, tourist activities include many directions and types of travel. Urban tourism can rightfully be called one of the fundamental ones, since it accumulates various spheres and types of human activity. Large cities and megalopolises are becoming a magnet for tourist attraction. The opportunity for tourists to visit the city for cultural, educational, health-improving, business, educational, scientific and other purposes, in fact, is a driver toning up a number of industries and sectors of the world economy. The purpose of this study is to generalize and supplement the theoretical and practical aspects of the organization and functioning of the sphere of urban tourism by concretizing the role of a modern metropolis as a magnet of tourist attraction (using the example of domestic megacities). The validity and reliability of the research results is confirmed by the use of general scientific methods (dialectics, analysis, synthesis, comparison, systemic and integrated approaches). The working hypothesis of the study: the megalopolis as a phenomenon of our time, which, on the one hand, is itself capable of attracting various types of flows to the region (in particular: tourist, financial, material), on the other hand, to manage these flows to achieve a positive socio-economic effect. Systematic and integrated approaches made it possible to achieve the goal of the study, as a result of which the meaning of cities in ancient and modern times was clarified, the structural elements of urban tourism were generalized and

supplemented, the need to use digital technologies when organizing travel in an urban environment was argued, the impact of the COVID-19 pandemic on development was outlined. domestic tourism (including urban), a review and a description of the current state of the domestic sphere of urban tourism in the context of the most popular travel destinations is presented.

Keywords: service sector, tourism, urban tourism, metropolis, tourists, magnet, tourist resources, digital technologies.

Tinitskaya O.V.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Customs Operations and Customs Control

Makarova G.V.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Customs Operations and Customs Control

Current problems of goods import state regulation of the Russian Federation in modern conditions. P. 117-128.

Abstract. The purpose of the study is to identify certain, most pressing problems in the field of state regulation (SR) of the import of goods of the Russian Federation (RF) in modern conditions, based on the data of analysis of the main trends in the collection of payments by customs authorities, and their transfer to federal budget revenues, as in general volume, and when importing goods into the Russian Federation; as well as the establishment, taking into account the rating of developing countries-users, of the Unified System of Tariff Preferences of the Eurasian Economic Union (USTP EAEU), the inclusion of which among the users of this system is economically unfeasible. The designated goal was achieved on the basis of the results of the analysis of customs statistics data on customs payments collected and transferred to the federal budget, as well as the World Bank's annual data on the gross national income per capita (GNP) of the countries of the world. In the course of the study, such general scientific methods as generalization, comparison, comparative analysis, deduction, induction, graphical method were used, which made it possible to systematize and analyze the relevant data of customs statistics and interpret the results obtained. Since, in terms of the achieved level of economic development, the EAEU member states lag significantly behind individual countries that have the status of developing countries and receive, in this connection, the right to impose customs duties on goods originating and imported from them at reduced (preferential) rates, it was concluded that there is an economic the inexpediency of granting a preferential trade regime in foreign trade (FT) with these countries. At the same time, the emphasis was made on the fact that these countries already have the status of countries with a high level of economic development. In this regard, the adoption at the level of the EAEU of a decision on revising the lists of countries-users of the EAEU ECTS and excluding from them 75 out of 103 developing countries and 2 out of 50 least developed countries is very timely and relevant. At the same time, the status of a country-user of the USTP EAEU will be retained for those countries that really need such economic assistance.

Keywords: FT, foreign trade turnover, import of goods, export of goods, SR FT, customs tariff regulation (TTR) FT, customs duties, tariff preferences.

Prushkovskaya E.E.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Customs Operations and Customs Control

Directions for improving customs control during customs transit of goods moved in the territory of the Eurasian Economic Union. P. 129-137.

Abstract. The aim of the study is to substantiate the directions for improving customs control during customs transit of goods transported through the territory of the Eurasian Economic

Union (EAEU). The purpose of this study was achieved on the basis of assessing the effectiveness of the introduction of digital technologies in the transit of goods. In the context of the implementation in the customs authorities of the Russian Federation (RF) of the "split customs control" model and the creation of electronic declaration centers (EDCs) to concentrate the process of checking documents and information about goods in specially created customs authorities, issues related to customs control of the transit of goods become especially relevant, both documentary and factual. In the modern practice of customs authorities, the implementation of the principle of cross-functional interaction is based both on the elements of process automation based on information platforms and technologies, and on the use of organizational and management technologies. During the study, general scientific and economic methods were used in relation to customs control of the transit of goods in the context of the development of electronic transit technologies. The directions for achieving goals based on the use of electronic declaration, the introduction of the technology of the end-to-end process of customs control and optimization of the use of technical means of customs control (TMCC) in the conditions of the functioning of electronic customs and EDCs, as well as improving the system of inter-functional interaction are proposed.

Keywords: customs control, customs transit, preliminary information, electronic declaration.

Dakhova Z.I.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Finance and Customs Revenues

Gyunter I.I.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Finance and Customs Revenues

Serova E.G.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Finance and Customs Revenues

**Graphical method of technical analysis for forecasting prices in the markets.
P. 138-147.**

Abstract. One of the fundamental components that helps traders around the world to successfully trade is technical analysis of the market. Technical analysis allows you to work with any assets (stocks, bonds, currency pairs, futures, etc.) in any market (Forex, Moscow Exchange or American Stock Exchange). Therefore, every trader is concerned about the movement of the price of a trading instrument from the moment trading opens. In this regard, they widely use the methods of technical analysis in their activities, since it allows you to predict the price of an asset based on its behavior in the past. In this case, various technical methods are used, such as charts, chart patterns, indicators, and others. The article discusses the classic graphical models of technical analysis, with the help of which the options for price changes are determined by drawing various lines and shapes on the price chart. In the process of research, we used the following methods of scientific research: monographic, abstract-logical, graphic, analysis and synthesis, and others. As a result of the study, it was concluded that technical analysis, when used correctly, helps to identify patterns in the behavior of the price of a trading instrument, which allows you to choose the best moment to open a position, as well as enter the market after the formation of a signal and its confirmation. At the same time, the graphical method of technical analysis can be used on any time interval: hourly or weekly, signals work everywhere.

Keywords: technical analysis, line chart, bars, candlestick chart.

Pshigotskaya I.R.

Center for Advanced Professional Training "Profstandard" (St. Petersburg), Economist in Accounting and Business Analysis

Chernykh A.B.

St. Petersburg University of Management Technologies and Economics, Candidate in Sociology, Associate Professor, Chair of Labor Law and Social Security

Labor market: ways to resolve labor conflicts. P. 148-161.

Abstract. Purpose of the work: to find ways to resolve labor conflicts with the involvement of the Commissioner for Human Rights in protecting labor rights of employees of Russian enterprises. The objectives of the study are to consider the theoretical foundations of the regulation of labor relations and trends in the development of the labor market; analysis of the activities of the Commissioner for Human Rights in the field of ensuring the labor rights of workers; identifying the need for measures to improve the process of resolving and preventing conflicts at the enterprise with the participation of the institution of the Commissioner for Human Rights. Research methods: statistical, comparative and content analysis of regulatory legal acts, as well as generalization of open data on complaints of employees on violations of labor rights contained in the annual reports of the Commissioner for Human Rights in the Russian Federation (2016-2020). The results of the study, confirming the hypothesis put forward, are that, along with the traditional mechanism for sending complaints from citizens about violations in the field of labor rights, new mechanisms are being considered for the implementation of the functions of the Ombudsman in this area: interaction with public assistants, mediators and corporate ombudsmen. The conclusions of the study contain a description of the possibilities of using new forms of ensuring the labor rights of employees of Russian enterprises in the practice of regulatory authorities and at the level of commercial organizations.

Keywords: ombudsman, legal protection of employees, citizens' appeals, mediation, corporate ombudsman.

Chekanova E.V.

Kazan National Research Technological University, Senior Lecturer, Chair of Information Security, Information Protection Leading Specialist, Department of State Secrets Protection

Circular economy development based on innovation: a comparative regional aspect. P. 162-171.

Abstract. In accordance with the national development goals of Russia and the UN sustainable development goals, one of the priority concepts for the transformation of world and national economic systems is the circular economy. However, the effectiveness of its implementation in the Russian context depends on the readiness of the regions to pursue a circular economy policy. Currently, there is an acute issue of assessing the indicators of the circular economy at different levels of management of economic systems. In this regard, the comparative regional aspect of the development of a circular economy based on innovation appears to be a significant and relevant area of research. The purpose of the study is to generalize the development trends of the circular economy in the regions of the Russian Federation using the example of the subjects of the Volga Federal District to determine the degree of their differences and the intensity of the processes of introducing elements of the circular economy through the use of innovations. The research methods used in the article are descriptive statistics, trend analysis, one-way analysis of variance, multivariate analysis of variance (ANOVA), probabilistic methods of distribution of the analyzed indicators, Wilcoxon's T-test to determine regional differences. The conclusions and results obtained in the article can be applied in studies on the development of scientific and theoretical provisions of the specified subject area, expanding the tools for assessing the impact of

circular economy indicators on regional and national development, and testing the presented methodology on other subjects of the federation.

Keywords: circular economy, environmental innovation, recycling, analysis of variance, regions of the Privolzhskiy Federal District, sustainable development goals, economic system management.

Ganzikov S.A.

Belgorod University of Cooperation, Economics and Law, Postgraduate Student

Methodological approaches to business entities' economic sustainability assessment P. 172-181.

Abstract. The aim of the study is to reveal the essence of methodological approaches to assessing economic sustainability of economic entities. The article discusses in detail the methodology for assessing economic sustainability proposed by various authors. The analysis made it possible to identify the main advantages and disadvantages of the above methods for assessing the economic sustainability of economic entities. Management is based on a continuous process of setting and achieving targets. Target indicators in the economy are divided into two main groups - absolute and relative. The choice of indicators, together with their threshold (normative or target) values for them, is determined by the choice of the approach and methodology for assessing the economic sustainability of a particular economic entity. The results obtained in the course of the analysis form a multifactorial indicator characterizing the level of economic stability of an economic entity. On the basis of the conducted research, we formulated our own definition of economic sustainability, outlined its main difference from the concept of "financial sustainability". Of particular interest is the disclosure of the essence of economic stability of economic entities and its relationship with related economic terms. Methods for assessing economic sustainability are identified and disclosed in detail. A comparative analysis of generally accepted models for assessing the economic sustainability of economic entities is carried out.

Keywords: economy, economic stability, financial stability, economic security.

Molchanov A.N.

Belgorod University of Cooperation, Economics and Law, Postgraduate Student

Virtualization of the economy and its social impact. P. 182-192.

Abstract. Modern society is going through a contradictory period of its development. On the one hand, there was a final exit from the industrial era, since the means of production had accumulated in sufficient quantities, and they are no longer an absolute constant for building modern market relations. On the other hand, society has entered the era of the development of digital technologies and their universal introduction into everyday life. The main trend in the development of the economy is virtualization. The purpose of the article is to determine the degree of influence of virtualization on the structure of the modern economy, as well as to assess the positive and negative aspects of virtualization. In the course of the study, general scientific methods were used, including: a systematic approach; deduction method; method of comparing statistical data; method of measuring economic indicators. The article gives an interpretation of the concept of virtualization. The main directions of virtualization of the economy are considered. The degree of penetration of virtualization into the structure of the modern economy is analyzed, and the methods of its distribution are assessed. Possible social consequences of changes in the structure of the modern economy under the influence of virtualization processes are described. Based on the study, it can be concluded that there is an intensive development of a new virtual space through the spread of publicity networks and new media. Electronic platforms have taken a solid position in the structure of the global division of labor and dictate their policy not only in the

economic sphere, but also significantly affect the worldview of a modern person. The society of the late modern era is being transformed into a society of virtual consumption, within which information acquires the properties of a commodity. In conditions of tough competition, the brand image is of particular importance. Virtualization penetrates into all spheres of life of modern society and becomes the basis for social transformations.

Keywords: virtualization, society, labor market, digital economy, transformation.

Inozemtseva A.A.

V.G. Shukhov Belgorod State Technological University, Post-graduate Student, Assistant, Chair of Strategic Management

Digital transformation of economic system as a driver of increasing innovative potential of the region. P. 193-201.

Abstract. The current epidemiological situation forced to activate all possible digital technologies on the territory of Russia. On the one hand, the pandemic has caused severe damage to all spheres of society, but, on the other hand, it is a catalyst for innovative and other activities aimed at overcoming the crisis that has arisen. The purpose of this study is to identify the relationship between the innovative potential of the region and digital transformation. In the course of the work, such concepts as: "innovative potential of the region", "digital transformation" and "digitalization" were delimited and substantiated. Methods were used: deduction, induction, statistical analysis, comparison, generalization. Of all the variety, at this point in time, the methodology developed by R.R. Sadyrtdinov, to calculate the level of digitalization of the constituent entities of the Russian Federation with subsequent analysis, and to assess the innovative potential, the AIRR rating was given. As a result of the study, the strengths and weaknesses of digital transformation in Russia were identified, as well as patterns in the development of innovative activity in the regions. The implementation of the national program "Digital Economy of the Russian Federation" increases the level of digital activity in the country and in the future should improve the position of our country in the world, but one should not forget about the risks that may arise during a complete transformation at all levels of life.

Keywords: innovative potential of the region, digitalization, digital transformation.

Economy of Labor and Labor Relations

Ledovskaya I.I.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

Ledovskaya M.E.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

Skripchenko T.L.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

Practical aspects of personnel motivation theory application in the context of formation of a favorable social and psychological climate in the collective. P. 202-211.

Abstract. Modern conditions for the functioning of organizations presuppose high turbulence of the external environment, which undoubtedly puts forward requirements for the acceleration and complication of processes occurring in the internal environment. As you know, the key factor of the internal environment is personnel, who are forced to carry out labor activities

in the above conditions, which entails the intensification and saturation of his work. In the absence of proper labor motivation, employees cannot cope with the increasing scope of work, its content and requirements for the speed of its development. All this leads to a decrease in the intensity and quality of work, the destruction of the socio-psychological climate in the team. That is why the issues of personnel labor motivation in the context of the formation of a favorable socio-psychological climate acquire special relevance and importance in the practice of managing modern companies. The purpose of this article was to present the practical aspects of applying the theory of personnel motivation in the context of the formation of a positive socio-psychological climate in the team. To achieve this goal, the methods of logical and empirical analysis, causal relationships, comparison, description, genesis of phenomena in society, etc. were used. The results of the study were reflected in the presentation of the key provisions of the motivational theory of justice in the context of their application in practice, complementing the structure of the perception of justice by employees, determining the methods used in practice to restore justice by employees, justifying the need to apply methods of changing motivational attitudes and perception of an unfair situation by employees.

Keywords: staff motivation, theory of justice, socio-psychological climate, perception of justice by employees.

Emirova I.U.

Belgorod University of Cooperation, Economics and Law, Senior Lecturer, Chair of Economics

Bezuglova Yu.V.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Economics

Zhilnikova M.V.

Belgorod University of Cooperation, Economics and Law, Postgraduate Student

Enterprise's labor resources functioning analytical studies genesis. P. 212-223.

Abstract. The aim of the study is to reveal the essence of analytical studies of an enterprise's labor resources functioning, as well as to determine its new directions, taking into account current trends in informatization of the economy and society as a whole. Analytical studies were carried out through detailing and generalization, comparative and logical analysis, as well as the method of scientific abstraction. With the development of economic science, the concept of "labor resources" has changed and been supplemented, and, consequently, the directions of their analytical research - from the quantitative and qualitative composition to assessing the potential of labor resources and the prospects for its development. The study showed that the analysis of the functioning of labor resources has certain specific features, the essence of which was presented in the corresponding model of analytical studies of the functioning of labor resources. Particular attention in the article is paid directly to the areas of analytical studies of the functioning of labor resources, to which the authors include an analysis of the availability of labor resources, an assessment of the qualifications of labor resources, an analysis of labor efficiency, as well as a study of the working time fund. In addition, the article examines modern trends in analytical research of labor, including virtual workers, dictated by the formation and development of the information economy and society as a whole.

Keywords: labor, labor resources, analytical research of labor resources, staff turnover, labor efficiency, labor productivity, labor intensity, labor resources, working time fund, analysis of virtual workers.

Marketing, Commerce and Logistics

Tarasova E.E.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, First Vice-Rector for Research

Chicherin Yu.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

Tarasova K.V.

PLC PolygrafResursy, Deputy Director for Quality

Evaluation of enterprise's marketing information system sales subsystem functioning for justification of management decisions in the sphere of commercial and marketing activities. P. 224-235.

Abstract. The purpose of the study is to analyze the activities of the enterprise in order to assess the functioning of the sales subsystem of the marketing information system of the enterprise to further substantiate the marketing strategy and make informed management decisions; development of an algorithm for making management decisions to determine the directions for improving the sales subsystem and the marketing information system of the enterprise as a whole. In the article, based on the allocation of functional subsystems of the marketing information system, the analysis of indicators characterizing the effectiveness of the functioning of the sales subsystem of the marketing information system of LLC PolygraphResources is carried out. The indicators of financial and economic activity, indicators of liquidity and financial stability, indicators of the structure of working capital are analyzed. The study used a systemic and integrated approaches to the study of economic phenomena and processes, economic and mathematical methods of data processing, analysis, synthesis, index method, comparison method. The results of the analysis became the basis for the development of an algorithm for making management decisions within the sales subsystem of the marketing information system of the enterprise, which includes the following stages: analysis of financial and economic activities; assessment of the dynamics of sales in value and real terms; making a decision to change the volume of sales; development and selection of alternatives - sales growth; introduction of methods to increase sales; evaluating the results and making adjustments. The paper proposes the principles of effective functioning of the marketing information system of the enterprise, the adherence to which will improve the quality of management decisions within the sales subsystem of the marketing information system of the enterprise.

Keywords: marketing information system, sales subsystem, management decision making.

Matuzenko E.V.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Chair of Hotel and Tourist Services and Advertising

Glazunova O.A.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Hotel and Tourist Services and Advertising

Izvarin A.A.

First Deputy Head of the Administration of the Governor of the Belgorod Region

CRM systems as a key tool for increasing the efficiency of Internet trade activities. P. 236-249.

Abstract. Currently, the development of the popularity of CRM systems has been facilitated by their positive impact on the results of enterprises in the field of e-commerce.

Previously, entrepreneurs in the market were singled out for the uniqueness of goods and their price. In today's environment, the key element is the customer experience, which allows buyers to make the best choice among a large number of companies. The CRM system serves as the main tool that makes it possible to form personal data with a customer base by dividing buyers into groups and forming rare individual offers. The purpose of this article is to study CRM systems used in e-commerce to improve the efficiency of online commerce. In the course of the analysis, desk research methods were used: analysis of scientific and methodological literature on the topic under study, generalization and classification of scientific research and existing Russian experience in the field of using CRM systems in e-commerce. In the study of this problem, a systematic approach and comparative analysis were used. In the article, the authors have systematized the goals and grouped the tasks of using CRM systems in online commerce according to the following criteria: systematizing customer data, optimizing company work processes, standardizing and automating sales, obtaining detailed analytics and business statistics. The authors have systematized the advantages and disadvantages of using CRM systems, described their types and formats of use in online commerce, as well as the key principles of work. When comparing the characteristics of CRM systems used in online commerce, the authors showed their main capabilities and pricing policy. The article presents the author's vision of the sequence of introducing CRM systems into the company's business processes. In order to improve the efficiency of online commerce, the authors of the article have identified the criteria for the joint use of CRM systems and "Big Data" in e-commerce and given their characteristics.

Keywords: e-commerce, e-commerce, CRM system, online sales, sales funnel, soas products, standalone, "Big Data".

Kononenko R.V.

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Associate Professor of the Chair of Economics

Karnaikhov I.O.

Belgorod University of Cooperation, Economics and Law, Postgraduate Student

Transformation of marketing communications in a modern information environment. P. 250-259.

Abstract. Currently, the use of modern information and digital technologies creates favorable conditions for increasing the breadth of audience coverage and reducing the time it takes for commercial information to pass through. As a result, conditions were created for the transformation of marketing communications taking into account the new conditions. The transfer of information has ceased to be one-sided and equally directional, as a result of which business entities are in the process of continuous communication and high-speed exchange of information with clients, investors, and counterparties. The aim of the study is to identify the factors influencing the communication of suppliers of goods and services with their consumers. The basic methods for conducting the research were induction and deduction, analysis and synthesis, as well as methods of comparison, generalization and systematization of the results of scientific thought on the problems of work, and others. According to the results of the study, several reasons were identified due to which the consumer will not perceive signals from the supplier of goods and services or perceive signals negatively. The study describes the reasons why the dissemination of information can be distorted, and information ceases to be perceived by the consumer in favor of purchasing goods or services. Among the factors identified and considered were: information overload, inability to read signals from the sources used by the supplier of goods and services, and bias towards the supplier or his brand, as well as goods or services. Based on the results of the study, the article proposes to conduct a study on specific restrictions that reduce the effectiveness of marketing communications of a supplier of goods or services, as well as modify marketing

communications tools, taking into account the identified limitations, and use modern Internet communications, including social networks, etc.

Keywords: marketing communications, information bubble, information overload, negative information, information attacks, social networks, information security.

Leushina O.V.

Novosibirsk State University of Economics and Management, Candidate in Economics, Associate Professor, Associate Professor of the Chair of Business in the Sphere of Services

Zotova E.G.

Novosibirsk State University of Economics and Management, Assistant, Chair of Business in the Sphere of Services

Theoretical aspects of sales promotion in retail outlets. P. 260-268.

Abstract. The article discusses topical issues of sales promotion at retail enterprises in modern conditions as one of the elements of the marketing organization of a trade organization, focused on increasing the revenue of a trade organization. Today, taking into account the fall in consumer activity, the importance of using measures to stimulate sales in the retail trade is increasing. The purpose of this work is to analyze modern incentive methods for solving the problems of increasing the efficiency and profitability of trade enterprises. The paper uses methods of analysis of scientific literature, generalization, comparison and systematization of theoretical knowledge, which made it possible to describe the specific features of sales promotion in trade. The authors carried out a comparative analysis of various modern methods of stimulating sales, and also identified the main methods of supporting incentive measures in a changing turbulent environment. Both positive and negative effects of incentive measures in retail trade, both for boosting sales and for increasing consumer loyalty of a particular retail enterprise, have been identified. It is shown that the orientation of consumers towards the possibility of real satisfaction of requests with the maximum benefit for themselves leads to the fact that the range of price and non-price methods of incentive measures is expanding, based both on the establishment of reduced prices for goods and aimed at obtaining additional benefits and reducing costs for consumers generally. The result of the research outlined in this article is the conclusion that one of the significant factors in the effectiveness of incentive measures in retail is their support, since it makes purchases during the period of the incentive event more active and allows consumers to distinguish this event from others.

Keywords: trade units, discounts, sales promotion activities, retail, sales.

Sysoeva D.E.

Peter the Great St. Petersburg Polytechnical University

Pletneva N.A.

Peter the Great St. Petersburg Polytechnical University, Candidate in Economics, Associate Professor, Associate professor of the Higher School of Service and Commerce, Institute of Industrial Management, Economics and Commerce

Study of Russian cheese consumers preferences in the conditions of embargo. P. 269-276.

Abstract. This article is devoted to the study of changes in the preferences of Russian cheese consumers in the context of the food embargo introduced in 2014. This leverage for regulating foreign trade significantly influenced both the development of domestic cheese making and the freedom of choice by consumers of quality cheeses. The relevance lies in the fact that Russian consumers are limited by the range of cheeses under the existing sanctions and dissatisfaction with the offered products, which constrains the level of cheese consumption while its production grows. The aim of the article is to study the changes in the preferences of cheese

consumers in modern conditions. The research method is an online questionnaire survey of cheese consumers. The results of the survey made it possible to segment cheese consumers, to reveal the peculiarities of their behavior, perception of the current market situation and the degree of satisfaction with the offer. As a response to the challenge in the modern situation, the authors proposed measures for the introduction and promotion of a new product in Russia - the Norwegian brown brunost cheese. The work identified the segments most prone to buying brunost. An analysis of the media preferences of the selected segments was carried out, which may have practical application in the renewal of import relations between Russia and Norway in terms of dairy products.

Keywords: food embargo, Russian cheese market, brunost cheese, consumer behavior, consumer preferences, foreign trade advertising.