

Economics and Management in Branches and Spheres of Activity

Klimenko O.I.

Belgorod University of Cooperation, Economics and Law, Professor, Head of the Distance Learning Centre, Professor of the Department of Economics

Zdorovenko I.Yu.

N.E. Bauman Moscow State Technical University, Mytishchi Affiliation

Analysis of domestic practice in achieving economic sustainable development goals. P. 9-20.

Abstract. The new doctrine of civilizational development forms an understanding of its strategic sustainability in the triad of economic, social and environmental goals, summarized in Resolution A / RES / 70/1 “Transforming our world: the 2030 agenda for sustainable development” of the General Assembly UN. This study defines the goal of an analytical assessment of the domestic practice of achieving the Sustainable Development Goals (SDGs), reflected by economic indicators, in order to identify problem areas of the Russian economy that do not meet the target criterion for sustainable development. The methodological basis for the performance of the work was the provisions of the concept of sustainable development, which defines it in the triad of economic, social and environmental goals. The main research methods were the methods of goal setting and goal achievement, supplemented by methods of economic analytics: formation of the composition of economic indicators of the SDGs, construction of time series, calculation of tempo indicators, analysis of the compliance of the dynamics of indicators of the target orientation with their change according to the criterion of sustainable development of the economy. The necessity of improving the statistical basis for analytical studies of the effectiveness of the implementation of the SDGs in the economy is argued. The subject and quantitative limitations of the estimated indicators are established, due to the problems of statistical measurement of the SDGs. The economic trends characterizing the dynamics of achieving the Sustainable Development Goals have been identified. The problematic areas of the Russian economy are identified, demonstrating the negative dynamics of sustainable development indicators.

Keywords: Sustainable Development Goals, economic goals, statistical indicators for measuring the SDGs, analysis of the dynamics of indicators.

Alyabieva M.V.

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

Belokopytova O.A.

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

Gasho I.A.

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

«Smart city» as an effective system of urban development management. P. 21-33.

Abstract. Cities play an important role in the life of modern society, providing comfortable living conditions and the realization of human abilities. However, modern cities face a huge number of challenges that need to be addressed. Among them: a high population density, a high crime rate, transport and logistics problems, environmental degradation, the growing needs of the population for public and physical security, active participation in the management of the city by its residents, and others. All this leads to a gradual revision of approaches to the management of

urban development, which is increasingly based on advanced technological solutions, digitalization and platformization, which finds its way into the concept of "Smart City» («Smart City»). The purpose of this study is to generalize theoretical approaches and practical solutions to urban development problems based on the use of modern technical and technological means. Research methods: analysis, synthesis, deduction, detailing, generalization, comparison, consistency, complexity and others. The article substantiates that in modern conditions the scope of application of advanced digital technologies has significantly expanded: from the introduction of individual technical devices for solving local problems to the integrated development of the urban environment and economy. The authors determined that healthcare, the development of an entrepreneurial ecosystem, education, and urban planning should be considered promising areas for the digitalization of the urban economy. The article highlights the key factors contributing to the growth in the number of «Smart Cities». The main barriers to the implementation of technological solutions of the «Smart City» concept are also identified. Research results: expansion of the theoretical foundations, as well as a description of the practical aspects of the implementation and development of the Smart City concept. It is concluded that the concept of «Smart City» should be considered as an effective urban development management system, when there is a qualitative transition from a technologically oriented to a human-centric city, where citizens act as a driver for the development of the urban environment and economy.

Keywords: urban development, urban economy, «Smart City», areas of activity of the «Smart City», advanced technological solutions, digitalization, platformization.

Shnorr Zh.P.

Novosibirsk State University of Economics and management, NINH, PhD in Economics, Associate Professor, Professor of the Chair of Business in the Sphere of Services

Shchetinina N.A

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

Popova A.A.

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

Organization of social tourism: regional aspects, problems, improvement. P. 34-44.

Abstract. The purpose of the article is to explore regional aspects, identify problems and directions for improving the organization of social tourism. The article discusses the essence, targets, features of social tourism. A feature and novelty of the study is the systematization of approaches to the organization of social tourism at the regional level. It is substantiated that social tourism in the regions received its development and support within the framework of the adopted concepts, strategies and programs: sectoral, targeted, targeted, focused on the provision of social services and travel to socially vulnerable categories of the population. To achieve this goal, the methods of induction and deduction, analysis and synthesis, comparison, structural-logical and content analysis, tabular tools were used. The authors pay special attention to the practice of organizing social tourism in the Krasnoyarsk Territory, subsidizing entrepreneurial initiatives and costs on a competitive basis in the development, promotion and implementation of social tours, free excursions for socially unprotected residents of the region. The problems of social tourism, which limit the use of its potential in socio-economic development, are outlined. The authors see the improvement of the organization of social tourism in the development of the legal framework regulating social tourism from the standpoint of its intersectoral and complex nature; using the program-target approach; formation of an effective mechanism for the interaction of all subjects

of the organization of social tourism on the basis of public-private and municipal-private partnerships.

Keywords: social tourism, organization, socially unprotected categories of the population.

Slabinskaya I.A.

V.G. Shukhov Belgorod State Technological University, PhD in Economics, Professor, Chair of Accounting and Audit

Tkachenko Yu.A.

V.G. Shukhov Belgorod State Technological University, Candidate in Economics, Associate Professor, Chair of Accounting and Audit

Internal control as a tool for effective management of financial results of an economic subject. P. 45-52.

Abstract. Financial results is final indicator characterizing economic life of economic entities. Information about financial results is significant not only for the management of an economic entity, but also for external parties interested in information of this kind. This is a whole set of interested parties: banking and credit organizations, investors, suppliers and others. These circumstances form the subject of this article. The purpose of the study is the timely organization of internal control of financial results by the management of an economic entity, which will reveal the inefficiency of commercial activities, develop a number of measures to increase business profitability. In the course of the research, the following methods were used: collection of facts, as well as methods: scientific abstraction, functional analysis, graphic images, economic conjuncture research. Purposefully singled out analytical procedures of internal control with the help of which the factors that negatively affect the indicator of financial results are established. In this study, the calculation of profitability (profitability) indicators was applied. The necessity of using the management report on profit and loss is substantiated. The primary indicators from the management profit and loss report are highlighted, giving an assessment of the types of financial results. A methodology has been developed for highlighting key indicators to determine the level of profitability for individual business processes or projects. The indicators characterizing profitability in real time are presented. The main stages of the organization of the system of internal control of financial results for management purposes are formed.

Keywords: management, internal control, financial results, profitability, profitability, accounting system.

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

Import of basic food products of Eurasian origin in the Russian Federation in the context of self-supply in food products. P. 53-67.

Abstract. The purpose of the study is to substantiate the feasibility and necessity of increasing the import of basic food products from the countries of the Eurasian Economic Union (EAEU) to ensure rational food consumption standards (RNFPP) in the Russian Federation (RF). Identification of the relationship between the level of self-sufficiency (SA) of basic food products in the Russian Federation and their import from the EAEU countries was achieved on the basis of the results of analysis and assessment: SA for basic food products in the Russian Federation, which does not correspond to those established in the Food Security Doctrine of the Russian Federation (Doctrine) for milk, potatoes, vegetables and melons, fruits and berries, edible salt; imports of the Russian Federation as a whole and from the EAEU countries of grain crops, meat, fish and fish products, crop products, fruits, dairy products. The growth of physical volumes of imports within

the Eurasian economic space with the aim of self-sufficiency RNPPP in the Russian Federation provides for the development in the EAEU countries of the production of competitive food products, the formation of a single agro-industrial market of the EAEU countries, the development of a unified concept for the development of specialization in livestock and crop production, the regulation of prices for basic food products in the EAEU countries with taking into account state subsidies and the profitability of agricultural production. The substantiation of the expediency and necessity of ensuring RNPPP in the Russian Federation due to the growth of imports of basic food products from the EAEU countries led to the use of general scientific methods of theoretical and empirical levels.

Keywords: food imports, EAEU countries, level of self-sufficiency, food products, food security.

Gasho I.A.

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

Iovleva O.V.

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

Tokar E.V.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Chair of Economics

Business subject's property security state assessment P. 68-82.

Abstract. Ensuring property security is inextricably linked with the existence and sustainable development of the enterprise. Ensuring property security presupposes the availability of reasonable and up-to-date information that can be obtained in the process of its assessment. As studies have shown, at present, evaluation issues have not received proper coverage in the scientific literature, which makes it difficult for enterprises to effectively manage both the property complex as a whole and in terms of ensuring their property security. This predetermined the purpose of writing the article, which is to substantiate the author's position in assessing the state of the property security of the enterprise. In the process of processing the material, general scientific and applied research methods, laws and principles of formal logic were used. The article presents the authors' vision of directions and indicators for assessing the property security of an economic entity. In the course of the study, it was proved that the content of the property security of an enterprise determines the direction of its assessment. Since the criterion of property security is the safety of property, first of all, it is necessary to assess both the actual change in the value of property and the probability of bankruptcy, using a wide tool of foreign and domestic methods for this. The article substantiates the conclusion that the state of property security is characterized not only by the presence of property, but also by its qualitative characteristics, which makes it necessary to use indicators that reflect the state, degree and efficiency of the use of enterprise assets. For most of the proposed indicators, recommended values are given, the deviation from which should be considered as a violation of property security. Based on the fact that the indicators at the enterprise can indicate both compliance with and violation of property security, such types of it were identified as the state of absolute property security, critical and intermediate. The results of a comprehensive assessment of the state of property security should be used to develop recommendations aimed at reducing property risks.

Keywords: property security, property, property complex, assessment of the state of property security, property risks.

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

Economic aspects of optimizing geographical structure of the single system of the Eurasian Economic Union tariff preferences. P. 83-94.

Abstract. The expansion of international economic integration is accompanied by the simultaneous expansion of practices for granting preferential trade regimes, so tariff preferences (TP) remain an important tool for regulating foreign trade, which not only stimulates the exchange of goods between countries with different levels of economic development and contributes to increasing this level, but also ensures the filling of the domestic market of countries that provide TP. However, for a number of objective and subjective reasons, the mechanism of granting TP, enshrined in a number of documents of various levels, is not always respected, which leads to infringement of economic interests of donor countries. The purpose of the study is to justify the expediency of excluding certain countries from the number of users of the Common TP System of the Eurasian Economic Union (CCT EEU), based on the assessment of compliance with their status, which gives the right to grant TA, as well as their participation in foreign trade with the Russian Federation (RF). To achieve this goal, a comparative assessment of the place in the ranking of countries and territories by the size of gross domestic product (GDP) per capita of the EAEU member states and individual former user countries of the EAEU in 2020, the analysis of the participation of individual former user countries of the EAEU in the formation of the foreign trade turnover of Russia, in general, and import, in particular, was conducted using general scientific and special research methods. The study has led to the conclusion that it is advisable to continue regular monitoring of changes in the level of economic development of the EAEU beneficiary countries and to make appropriate adjustments to it in order to ensure its more effective use as a trade policy tool.

Keywords: import of goods, foreign trade turnover, import customs duties, tariff preferences, developing countries, least developed countries.

Dolgikh O.S.

Kursk Institute of Cooperation, Affiliation of the Belgorod University of Cooperation, Economics and Law, Candidate in Agricultural Sciences, Associate Professor, Chair of Goods Expertise and Technological Disciplines

Kameneva A.Yu.

Kursk Institute of Cooperation, Affiliation of the Belgorod University of Cooperation, Economics and Law, Senior Lecturer, Chair of Goods Economics and Management

Novikova T.V.

I.I. Ivanov Kursk State Agricultural Academy, Candidate in Agricultural Sciences, Associate Professor, Chair of Small Animal Science

Public catering of the Russian Federation: key trends in modern development. P. 95-104.

Abstract. Public catering has always been rightfully considered an important and most intensively developing branch of the national economy, occupying a special position in the service sector. By providing quality nutrition, the industry makes an extremely important contribution to maintaining health, achieving longevity and high working capacity of a person, thereby improving well-being and helping to solve a number of socio-economic problems. The purpose of the study

conducted within the framework of the article was to assess the state of the public catering market (total turnover, turnover per capita, the number of enterprises of different types) for 2000-2020, both throughout the Russian Federation and on the territory of federal districts, including in relation to individual regions. A description of the public catering market of the Kursk region was also given, taking into account information on municipalities, progress was considered in the system of the Kursk Regional Union of Consumer Societies. The following methods were used to conduct the analysis: statistical, economic and mathematical, general scientific, etc. The current situation has shown that the spread of the COVID-19 pandemic has radically changed the way of life, creating unusual realities in the face of unexpected restrictions. In the past two years, the structure of demand has been almost completely transformed, laying the foundation for previously undiscovered trends in the industry. Based on the information received, the basic transformations of the previous and current periods were identified, both in the country as a whole and in relation to the Kursk region.

Keywords: public catering, public catering market, turnover per capita, federal district, seats, coronavirus infection, restrictive measures, QR code, online orders, Fast food, delivery, Kurskoblpotrebsoyuz.

Mikhailov A.M.

Lipetsk Institute of Cooperation (Affiliation), Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Economics, Humanities and Social Disciplines

Sitnikov S.A.

Lipetsk Institute of Cooperation (Affiliation), Belgorod University of Cooperation, Economics and Law, Senior Lecturer, Chair of Finance and Accounting

Makarov I.N.

Financial University under the Government of the Russian Federation (Lipetsk Affiliation), Doctor of Economics, Professor, Chair of Management and General Humanitarian Disciplines

Regional development management in conditions of digitalization, state planning and resource-deferent economy. P. 105-115.

Abstract. Formation of a resource-deficient economy due to the trends of decarbonization, "green" energy and industry, tightening relations with the world community requires the intensification of the country's socio-economic development and an increase in resource productivity at all levels. At the same time, one of the main tasks of the coming century facing the domestic economy is not only the formation of the potential for sustainable intensive development, but also its transmission from the central most developed regions (territories) of the country to the surrounding space, primarily, depressed territories and the periphery. The current imbalance in the level of socio-economic development of regions (territories) and the potentials of territorial development predetermine the need for the formation of a multi-level system of intensification of economic growth, since the impact of various incentives and the effectiveness of control actions implemented at the macro level will vary significantly depending on regional conditions. This determines the need to single out the meso-level as a separate level for the implementation of means, tools, mechanisms and systems that ensure socio-economic development, one of which is public-private partnership, to take into account regional specifics and adjust, in accordance with them, the basic installations for the implementation of intensification formed at the macro level. economic growth. The purpose of this work is to analyze public-private partnerships as a tool to increase the resource efficiency of the regional economy due to a more efficient coordination of target sets and economic behavior of economic agents compared to the free market mechanism. The authors came to the conclusion that the introduction of a mixed economy model functioning

on the basis of state directive and indicative planning, in combination with the use of public-private partnership as a tool for managing economic processes in a resource-deficient economy, should help to increase the integral level of efficiency in the use of available resources, which is necessary for intensification of regional development. The methodological basis of the study is the system-functional, historical-genetic and institutional methods of analysis, based on the methodological provisions of the new theory of economic systems and the neo-institutional direction of economic science.

Keywords: management, region, public-private partnership, state.

Ryzhkova S.M.

Federal Research Centre for Agrarian Economy and Social Development of Rural Territories, All-Russia Research Center of Agricultural Economy (Moscow), Candidate in Economics, Leading Researcher, Department of Marketing and Development of Food Markets

Regulation forms of organic products market: foreign and domestic practice. P. 116-133.

Abstract. Organic agriculture has emerged as an alternative to traditional farming methods that can solve quality problems, and in recent decades has evolved from a niche to a dynamic agricultural production that creates jobs and supports rural areas. The world organic market is characterized by a significant capacity, the demand for organic products in the countries - the main consumers - is not satisfied. Russia is well positioned to carve out a niche in this food market, but in a rapidly changing world it is necessary to develop domestic consumption. The purpose of the study is to study the forms of regulation of the organic products market both in foreign and domestic markets. The author chose classical research methods: analysis and synthesis, observation and comparison, deduction and induction, abstract-logical and monographic methods to solve the following tasks: trace the evolution of the development of lawmaking in different countries, analyze the legislative forms of regulation of the organic products market abroad and in Russia, compare types of state support, show directions for improving legislation and patronage. Studied the regulations of the European Union (EU), the US National Program, the laws of various countries using the capabilities of the Internet. In Russia, the organic market has long developed without legal regulation. The country does not have a system of support for producers and processors at the federal level, covering a network of necessary infrastructure elements that meet the requirements of the law. The creation of an integral system of regulation and subsidization of organic agriculture and processing, built at the regional level within the framework of the federal policy for the development of agriculture and food markets, rural areas and rural agro-tourism, the creation of a cooperative sector, can be a decisive factor in the formation of the organic industry.

Keywords: market of organic products, forms of regulation, regulatory framework, state support, subsidies.

Laipanov A.I.

Belgorod University of Cooperation, Economics and Law, Postgraduate Student

Zakharchenko N.G.

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

Problems of import-substitute model implementation of industrial policy management. P. 134-143.

Abstract. The strategic task of strengthening national economic sovereignty requires the development of new models of industrial policy management. The priority management model in modern economic realities is the import-substituting model, the implementation of which is

accompanied by a number of problems. The purpose of the study was to identify and justify the problems that have emerged during the sanctions period for the implementation of the import-substituting model of industrial policy management, the comprehensive solution of which necessitates the development of a combined approach to managing import substitution in alternative options for using foreign resources in the domestic industry. The study was based on the historical and genetic approach, which makes it possible to understand the evolution of import substitution in domestic economic practice and to update its role for the development of the industrial sector of the economy. The paper implements methods for reviewing literary sources on the subject of research, identifying the problems of the phenomenon under study and analytical confirmation of the fact of their existence, argumentation of solutions. The history of import substitution in domestic practice has been studied and the main stages of its development in industry have been periodized. The key problems of the implementation of the import-substituting management model in food production are identified and substantiated using the example of import substitution of sanctioned food products. The expediency of implementing a combined approach to managing import substitution in alternative options for using foreign resources in the domestic industry is argued.

Keywords: industrial policy management, import substitution, industrial policy, import substitution management model, combined approach to import substitution management.

Falko A.I.

V.G. Shukhov Belgorod State Technological University, Postgraduate Student

Enterprises' innovative activity level assessment by types of economic activity in the conditions of digital transformation of the economy. P. 144-153.

Abstract. This article substantiates that the main engine of innovative development of the economy is digital transformation. This is due to the fact that at the moment the use of digital solutions in organizations contributes to sustainable economic development and increasing its competitiveness both at the micro, macro and meso levels. In accordance with this, the main goal of this study is to assess the level of innovative activity of enterprises by type of economic activity in the context of digitalization based on the indicative component. The study necessitated the use, first of all, of statistical and analytical research methods in conjunction with inductive and deductive methods. The paper reflects in more detail the use of digital technologies in various sectors of the business sector: the information technology and telecommunications industry, manufacturing, mining, energy supply, construction, as well as the water supply, sanitation and waste disposal industry. An assessment of the total number of organizations as a percentage by type of economic activity in the context of the main groups of use of digital format technologies is given - these are cloud services, technologies for collecting, processing and analyzing big data, digital platforms, geographic information systems, the Internet of things, RFID technologies, artificial intelligence technologies, as well as industrial robots and automated lines. The factors hindering the transition of enterprises to digital transformation are considered and compared from the point of view of the main trends in the innovative development of the economy.

Keywords: innovative activity, level of innovative activity, innovative development, digital transformation, digital economy.

Economy of Labor and Labor Relations

Rozdolskaya I.V.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Head of the 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

Mozgovaya Yu.A.

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

Impact of the staff engagement innovative format based on the well-being concept on increasing performance. P. 154-167.

Abstract. The concept of well-being, focused on increasing the level of staff well-being, retention and engagement of staff, is in demand in a dynamically developing world. The aim of the work is to study the impact of the innovative format of sustainable staff involvement based on the concept of well-being on improving the performance of the organization. The theoretical basis of the study is represented by an analytical approach to the study of the concept of well-being, the ideas of foreign scientists in the field of implementing the practice of employee well-being. In the work, with the help of general methods of scientific knowledge, comparative, retrospective and conceptual analysis, approaches to the functioning of well-being programs in organizations are systematized. Using a scientifically based approach, a wide variety of theories and approaches reflecting the modeling of well-being are indicated. Systematized opportunities for improving the efficiency of employees: coaching, facilitation, lean manufacturing, agile approach, well-being programs. The main factors affecting the well-being of employees are identified: physical condition of the employee, psychological stability, comfortable working environment, financial stability, and the possibility of professional growth. Digital tools that contribute to the implementation of the concept of well-being have been identified: online trainings and marathons, various applications and gadgets used, a wide range of services. The authors present a well-being culture model. The existing connection between the well-being of employees and company performance indicators is emphasized.

Keywords: professional burnout, burnout prevention, well-being programs, staff involvement, talent management, wellbeing technologies.

Maimina E.V.

OOO Language.Prosveshchenie (Moscow), PhD in Economics, Director General

Problems of language education professionalization in the development trend of the international labor market. P. 168-183.

Abstract. Modern realities of the development of the international labor market require fluency in foreign languages in various areas of professional labor activity, which is a necessary condition for the development of cross-country integration interaction in the system of economic relations. The purpose of this study is to substantiate the problems that have manifested themselves in Russian professional language education in the new economic reality, reflected by the development of the international labor market. The study was based on the methodology of system analysis, which makes it possible to identify cause-and-effect relationships of the phenomenon under study and the determinants of its development. The solution of the set research tasks was carried out using the methods of the competence-based approach to education; strategic and program-target management of education reform; identification of differences between professionally oriented education and subject-language integrated education; systematization of the problems of professional language education in the areas of their formation. The role of professional language education for the competency-based model of the international labor market is substantiated. The necessity of reforming Russian education to increase its competitiveness in the global market in the concept of the National Development Goals of the Russian Federation, national projects and federal programs has been updated. The essence of the transformation of the educational concept from professionally-oriented teaching of foreign languages to subject-language integrated learning is revealed. The problems of professional language education are argued, systematized by the spheres of their formation: personnel, didactic, methodical, applied, evaluative. The author's proposals for solving problems are stated.

Keywords: international labor market, competence model of the labor market, professional language education.

Kravchenko E. Yu.

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

Bolotova I.S.

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

Papanova S. Yu.

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

Innovative technologies in HR management in the conditions of digital reality. P. 184-196.

Abstract. The implementation of innovative HR management technologies in modern conditions is one of the main ways to increase the efficiency of companies. As a goal, we have identified the identification of innovative technologies in personnel management at the stage of digital transformation. The content of the article is disclosed by using a set of methods: system analysis, causal, expert, comparison method. The article discusses the features of the use of innovative technologies in personnel management, the prerequisites for their application are given. Innovative directions in personnel management are highlighted. Approaches to personnel technologies were systematized. The components of effective application of new technologies are investigated. The factors influencing the relevance of innovative technologies in personnel management in the conditions of digital reality are determined. The article determines that in order to expand the functionality of the software, it is necessary to change the approach to automation of work with personnel and use specialized programs for HR departments, in which the tasks of daily personnel accounting, payroll calculation, etc., are simultaneously, synchronized and comprehensively solved to the level of strategic decisions. It is proved that the use of crowd staffing and crowd testing makes it possible to test and explore the market space in a flexible and innovative way, providing the likelihood of working with large flows of information, including in digital reality. The expected indicators of the use of communication channels are presented. Innovative approaches for attracting and retaining talents in the organization are systematized. Based on the study, the level of automation of Russian HR is determined.

Keywords: innovative technologies in personnel management, crowd staffing, crowdsourcing, crowd recruiting, crowdfunding, crowdsourcing, crowd testing, agile teams.

Marketing, Commerce and Logistics

Rozdolskaya I.V.

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Head of the Chair of Marketing and Management

Baibardina T.N.

Byelorussian Trade and Economics University of Consumer Cooperatives, Candidate in Economics, Associate Professor, Head of the Chair of Marketing

Ledovskaya M.E.

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

Appearance of new organizational and substantive guidelines in the development of proactive digital marketing as an innovative-resultive business strategy. P. 197-210.

Abstract. In a changing economic environment, more and more companies are trying to be proactive, whose leaders effectively manage the situation. Leading activity of leaders helps to prevent an undesirable course of events. The development of proactive digital marketing, including

as an innovative and effective business strategy, is one of the directions for the development of companies. As the purpose of the study, we determined the identification of new organizational and meaningful guidelines in the development of proactive digital marketing as an innovative and effective business strategy. During the study, the methods of comparative analysis were used in the work. The use of the concept of proactive management in real time is determined, which ensures the development of the organization. Attention is drawn to proactivity as an important quality of a professional manager and, accordingly, the contours of the profile of a proactive leader are indicated. The importance and significance of proactive management, based on the use of the basic principles of proactive management, is emphasized. Landmarks in the development of proactive digital marketing are indicated with the advent of a new approach in the theory and methodology of marketing - proactive marketing, which uses a large number of proactive marketing tools. One of the conditions for the implementation of proactive marketing, emphasized during the study, is the agile methodology.

Keywords: proactive management, proactive leader, proactive personality, proactivity as a personal quality, proactive approach, proactive company, digital marketing, proactive strategies, proactive marketing, proactive digital marketing.

Makrinova E.I.

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

Lysenko V.V.

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

Chursina E.V.

Belgorod University of Cooperation, Economics and Law, Senior Lecturer, Chair of Hotel and Tourist Services, Commerce and Advertising

Loyalty programs as an effective tool to attract and retain customers in the tourism business (passenger air transportation market as a case study). P. 211-227.

Abstract. The purpose of the study is to review and evaluate the loyalty programs used by major Russian air carriers from the standpoint of their effectiveness in attracting and retaining customers. The article determines the place of air carriers in the system of interconnections between subjects of the tourism industry, presents a rating for 2020-2021. the largest Russian airlines in terms of the number of passengers carried. The authors analyzed the advantages and disadvantages of the main components of the loyalty programs of the leaders of the rating – Aeroflot and S7 Airlines, such as: methods of accumulating, crediting and using passenger miles, etc. The evaluation of the considered loyalty programs was carried out according to a number of selected parameters: conditions for participation in the program (registration on the company's website, payment by card of partner banks, etc.); ways to accrue bonuses (miles) (booking air tickets, hotels, car rental, reserve transfers, etc.); opportunities to use the accumulated miles, for example, to pay for additional services of airlines and partner companies. The study made it possible to conclude that the active use of loyalty programs in the air transportation market makes a significant contribution to maintaining the image of companies, contributes to an increase in sales of not only air tickets, but also other services provided, strengthens the loyalty of passengers who spend the received bonuses on repeated purchases of the company's services , forms a commitment to it.

Keywords: loyalty, loyalty program, airline, loyalty levels.

Kolesnikova E.V.

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

Internet marketing: realities of the digital environment and main promotion tools. P. 228-240.

Abstract. The purpose of this study is to summarize the possibilities of using Internet resources and identify the main types of digital technology optimization in promoting enterprises of various forms and types of business - SEO, SMO, SEA, SEM, SMM, without which it is currently almost impossible to promote a business on the Web. The relevance of the issues studied in the article is determined by the variety of modern tools for promoting enterprises and organizations in the digital environment of various business areas. It is Internet marketing that is currently the main driving component of the impact on the target audience. The author noted that promotion is especially effective if you use certain promotion tools, taking into account their advantages and in relation to a specific business area. The article noted that the site leads buyers to purchase. However, creating only a resource is not enough, work is required to promote and optimize it, otherwise Internet users will not visit the site, and accordingly there will be no conversions. Website promotion on the Internet allows you to increase brand or company awareness, increase user loyalty, and increase the target audience. The growing popularity of the Internet and, in particular, social networks, has made it one of the main methods of promotion. Every day, a huge number of users publish posts not only Internet users, but also business entities of the market. The author noted that today there is an acute problem of choosing Internet marketing tools and adapting them to the needs of their target audience. Research methods in this article include such traditional approaches as system analysis, methods of theoretical generalization and comparison, systematization methods, deduction, induction, formalization. The findings contain theoretical and methodological provisions and are based on applied aspects of the implementation of Internet marketing tools in the digital environment.

Keywords: digital environment, Internet, advertising, promotion, target audience, promotion optimization types, website, Internet marketing, SEM, SEA, SEO, SMM, SMO.

Cooperation and Entrepreneurship

Ermolaeva G.S.

T.F. Gorbachev Kuzbass State Technical University, Institute of Economics and Management (Kemerovo), Senior Lecturer, Chair of Finance and Credit

Development of food and processing industries of the region: background and directions. P. 241-251.

Abstract. The article presents the results of a study of the features of the development of food and processing industries in an industrial region on an innovative basis. The main purpose of the study is to identify the features of the functioning of food and processing industries in the future. On the example of the Kemerovo region – Kuzbass, an analysis of land reclamation was carried out, trends in the reduction of agricultural land were identified, an assessment was made of the main directions for the development of food and processing industries in the region specializing in the extractive industry. The prospects for the development of the agro-industrial complex of the industrial region on the basis of the creation of the Association of industrial enterprises – investors in the food and processing industry are considered. Today, in industrial regions, a decisive factor in the development of the agro-industrial complex is investment in the food and processing industries, since the possibilities for expanding the volume of agricultural production are limited. In the current conditions of mining and the functioning of manufacturing industries, the issue of land restoration is being updated and becomes paramount. The possibility of using these land resources for the functioning of the economy of industrial regions largely depends on the scale, sequence and timing of such work. At present, there is a need to develop an algorithm for creating an Association of industrial enterprises – investors in food and processing industries, which should be based on an innovative component and attracting investments from industrial enterprises operating in the region. The theoretical and methodological basis of the study was a systematic approach that made it possible to generalize the current state of development of food and processing industries in the industrial region, then, based on

comparative, analytical, economic-statistical, and other methods, the main directions for the development of the agro-industrial complex of the industrial region were formulated and determined.

Keywords: agro-industrial complex, investments in agro-industrial complex, agro-industrial complex of industrial regions, food and processing industry, food and processing industries, directions of development of the food and processing industry.