

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

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### **Educational organizations transformation drivers in the context of digital economy development. P. 9-19.**

**Abstract.** The aim of the study is to identify the main trends in educational activities and substantiate, in the context of the digital transformation of the educational process, the need and expediency of using the “Digital Higher School (University)” model in higher education. As a result of the study, an analysis of the main trends in educational activities was carried out and the factors that have the most significant impact on the vector of digital transformation of the educational process in higher education were identified. As part of the format for substantiating the priority of introducing the “Digital Higher School (University)” model into the activities of higher educational institutions, it is substantiated that the level of the digital educational process is largely determined by the compliance of the university’s educational management tools with the main transformation processes in education. The positive and negative aspects of the use of information and communication technologies at the stage of intensive digitalization of the economy are revealed. From the standpoint of the evolutionary approach, the essential content of the identified stages of the transformation of e-learning, characterized by the relationship of elements of the development of information and communication technologies, educational platforms and equipment, the format of learning and gaining knowledge, is determined. Special attention is paid to the substantiation of the basic characteristics of the conceptual model "Digital University", which cover from the position of goal-setting the key elements of the model, its advantages, as well as key areas of implementation in conjunction with the educational technologies used, business processes, the main implemented trends and components of electronic information educational systems. . As a result of the study, it was revealed that the “Digital Higher School (University)” model involves the creation of digital services in the field of science and higher education, which cover all types of business processes and ensure the transition to digital rails of all the main and auxiliary processes of a higher educational institution, link them in a single information space, which makes it possible to increase the productivity of education, not limiting it to obtaining information on request, but intending to use the knowledge obtained as information to master competencies that meet the standards for the provision of educational services on digital platforms.

**Keywords:** educational process, educational technologies, digitalization, university, university model, digital university.

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**Directions for improving the system of statistical indicators of the activity of peasant farms: regional aspect. P. 20-29.**

**Abstract.** In modern conditions of development of the domestic economy, effective business management highlights the analytical justification for the search for on-farm reserves and the development of recommendations for their implementation in practice. For this, the accounting and analytical support of the analysis and evaluation process is of paramount importance. Today, statistical indicators of the activities of peasant farms are formed in the forms of federal statistical observation of agriculture and the environment, which do not contain data on the agrotechnical parameters of activity, which narrows the analytical possibilities of statistical reporting forms. In this regard, the study of the problems of reflection in reporting and methods for assessing the agrotechnical indicators of the activities of peasant (farm) enterprises is relevant and requires a balanced approach. The purpose of this study is to develop a system of statistical indicators of the activities of peasant (farm) enterprises for operational management and forecasting of performance results. Confirming in the course of the study the hypothesis that the accounting and analysis of additional statistical indicators of the economic activity of peasant farms determine the level of development of the agricultural industry in the region, we tested methodological developments for the quantitative assessment of agrotechnical reporting indicators by introducing them into the correlation model of crop yields, which made it possible to make a forecast of the results of the activity of peasant enterprises of the Krasnogvardeisky district of the Belgorod region.

**Keywords:** agrotechnical indicators, statistical reporting, peasant (farm) farms, agricultural crops, grain crops, productivity.

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**Innovative enterprises and labor productivity challenges. P. 30-40.**

**Abstract.** Currently, the economic situation in the country, aggravated by Western economic sanctions, requires a combination of import substitution, innovation and labor productivity growth. This is important for all sectors and spheres of the economy, but especially for the manufacturing industry, which was largely dependent on Western technologies. It requires not just an increase in production but the creation of competitive products that should be technologically not inferior to Western analogues. In this regard, the study of the problems of labor productivity growth at innovative enterprises is relevant and significant both theoretically and practically. This article examines approaches to understanding the essence of innovative enterprises, highlights the classification criteria by which they are divided into certain groups, characteristics by which they are evaluated according to various methods. The presented processed statistical data indicate that there are problems concerning Russian manufacturing enterprises in general. The topic of labor productivity growth is traditional for economics, but it is especially relevant for Russian practice. For decades, including the beginning of

the beginning of the 21st century, Russia has lagged behind the leading world powers in this important indicator. Therefore, it is important to identify those barriers that are not private for individual enterprises, but are systemic in nature for industry, for the economy of the country as a whole. The definition of this range of problems and their diagnosis is a serious stage on the path of awareness, including government decision-makers, in order to remove the problems of labor productivity growth.

**Keywords:** labor productivity, innovative enterprise, equipment wear, government policy, qualified personnel.

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#### **Acquisition of expensive assets: credit or leasing? P. 41-51.**

**Abstract.** Modern business conditions make high demands on doing business, one of the most important is the acquisition of assets that meet the requirements of an innovative economy. The market offers the use of various financial instruments for these purposes, among which the most widely used are leasing and credit. The article raises questions about the use of these instruments as a source of financing for the acquisition of expensive assets by economic entities, identifies their advantages and disadvantages, considers the legal and economic aspects of these operations. This study is based on a systematic approach to the study of the problem. The main material was obtained from various sources: magazines, regulations, books, financial statements, credentials, surveys. As a result, it was determined that the sources of financing and the forms of the transaction involve different approaches to assessing and reflecting the fact of recognizing an asset or the right to use an asset as part of non-current assets in the balance sheet, and this affects the value of various coefficients and the awareness of interested users. To obtain a loan, the organization must carry out preparatory work. An asset acquired with funds received on credit is valued at actual costs at the time of its registration, in some cases, interest on the loan is included in its cost. The process of formalizing a transaction for the acquisition of an asset on lease is somewhat simpler, the subject of the lease remains the property of the lessor, but is reflected in the balance sheet of the lessee as the right to use the asset. At the same time, a debt to the leasing company is formed, information about which is reflected in the balance sheet. The initial cost of the leased property is formed taking into account the present value of future lease payments as of the asset valuation date.

**Keywords:** asset valuation, loan, leasing, financial instruments.

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#### **Transformational potential of vertical integration mechanisms in problem region AIC. P. 52-63.**

**Abstract.** The development of vertical integration processes in the territorial agro-industrial complex contributes to a serious transformation of intersectoral interaction, structural reorganization of the agro-industrial complex. Vertically integrated formations in comparison with small, medium-sized commodity producers have competitive advantages, including financial stability,

competitiveness of their products. Large agro-industrial corporations, cluster structures have significant potential for ensuring the sustainable development of the agro-industrial complex of the regions, solving the problem of import substitution. At the same time, when substantiating the strategic priorities for the development of vertical integration in the agro-industrial complex of the region, it is necessary to take into account its territorial, sectoral, institutional and economic features. This study defines the goal of identifying the transformational effects of vertical integration, revealing the institutional and economic conditions, organizational models for the development of integration processes in the agro-industrial complex of the problem region. The scientific provisions in the field of the theory of strategic management and planning, the functioning of integrated structures of the agro-industrial complex, and the design of management systems served as the methodological basis for the work. The specific features of integration transformations in the domestic agro-industrial complex, as well as the problematic aspects of the introduction of vertical integration mechanisms in the agro-industrial complex of a region of a depressive type, are identified. The territorial and sectoral features of the agro-industrial complex of the Republic of Adygea, as well as the key factors that contribute to and hinder the development of integration of agricultural producers with food industry enterprises in the region, are revealed. The basic scenarios of integration transformations in the agro-industrial complex of the Republic of Adygea are identified. The necessity of implementing a cluster model of structural modernization of the agro-industrial complex of the Republic of Adygea is substantiated. The need to intensify the quasi-integration cooperation of households with processing enterprises of the dairy subcomplex of the Republic of Adygea in the conditions of a shortage of dairy cattle products is argued.

**Keywords:** agro-industrial complex, vertical integration, transformational potential, problem region, exchange and distribution relations, intersectoral interaction.

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**Closed cycle economy – a new paradigm in the management of mesosystems. P. 64-72.**

**Abstract.** The concept of the circular economy is a popular topic and gaining momentum in the countries of the European Union. This issue is consistent with the careful and responsible use of resources, which, in turn, favorably contributes to the concept of sustainable development. In the Russian Federation, the circular economy is just beginning to develop, the largest enterprises are developing and implementing development strategies in the field of lean and waste-free production. The very process of transition to a circular economy requires serious measures and support from the state level. The purpose of this article is to consider the circular economy as a new paradigm for managing mesosystems, as well as scientific justification and refinement of the very concept of the circular economy. In the process of writing the article, scientific and empirical methods were used: analysis and synthesis, the method of cause-and-effect relationships, comparison, and others. In the article, the circular economy is proposed to be considered at three levels: micro-, meso- and macro-level. A comparative characteristic of the traditional linear model of the economy with the economy of a closed cycle has been carried out, and distinctive features have been identified. Attention is focused on the experience of Russian enterprises that are already successfully implementing the principles of the circular economy in their activities.

**Keywords:** circular economy, mesoeconomics, mesosystems, sustainable development, circular economy, industry 4.0.

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**Innovation value in accelerating industrialization in the conditions of the Republic of Tajikistan. P. 73-84.**

**Abstract.** The purpose of the study is to determine the role of innovation in accelerating the process of industrialization of the national economy of the Republic of Tajikistan. Within the framework of this study, scientific methods of analysis and synthesis, induction, as well as the analysis of cause-and-effect relationships were applied. The importance of innovations in accelerating the industrialization of the national economy of the republic is shown. It is argued that the national innovation system plays a key role in the generation of innovations, the features of the functioning of the national innovation system in the conditions of a transitional economy, characteristic of many other CIS countries, are studied. Statistical data on the level of funding for fundamental and applied sciences in such countries as the USA, Japan, Germany, South Korea, the Russian Federation are given and compared with similar indicators of the Republic of Tajikistan, as well as such republics as the Republic of Kyrgyzstan, the Republic of Uzbekistan. The article explores incremental and radical innovations, as well as the economic benefits of their application for industrial enterprises. It is argued that R&D is important in the creation and application of scientific knowledge in practice. The reasons for the limited ability to finance R&D in countries with economies in transition are given, the relationship between the level of spending on R&D and the innovative development of the national economy is shown. The correlation between the level of scientific and technical potential of the country and the degree of industrialization of the economy is shown, the dynamics of the number of workers in scientific and technical activities in the Republic of Tajikistan for 2015-2019 is studied. The article is summed up with the conclusion that for the Republic of Tajikistan and a number of countries with economies in transition, innovations not only ensure the survival of industrial companies, but also increase the level of capital return, create prerequisites for further technical modernization and technological renewal.

**Keywords:** industrialization, innovation, industrial enterprises, national innovation system, scientific and technical capital, R&D, capital return, transitional economy.

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**Theoretical aspects of enterprise's economic security control. P. 85-95.**

**Abstract.** Sustainable development of an enterprise in the current period and in the long term is impossible without ensuring its economic security, which aims to protect the resource potential and economic activity from risks and threats. This can only be achieved with proper management of the economic security of the enterprise. As studies have shown, at present the content of the process of managing economic security is not sufficiently disclosed, the theoretical approaches within which the content of this concept is disclosed are not systematized, the relationship between various management technologies that aim to ensure economic security, etc. has not been established. All this predetermined the goal of this study, which consists in the development of the theoretical foundations of managing the economic security of an enterprise. The goal was achieved using general theoretical methods of cognition: formalization, concretization, critical analysis, generalization, systematization, etc. The article presents the author's interpretation of the concept of "enterprise economic security management", which should be considered in the broad and narrow sense of the word. In the course of

the study, it was found that the content of economic security management is most often revealed within the framework of process and system approaches. The article substantiates that anti-crisis management and risk management should be considered in the context of ensuring the economic security of an enterprise. The author's position on the choice of management technologies depending on the state of economic security is presented. It is concluded that the result of the management process should be to ensure a safe state that contributes to the sustainable and dynamic functioning of the enterprise in the current period and in the long term.

**Keywords:** economic security of an enterprise, management of economic security of an enterprise, management levels, anti-crisis management, risk management, management principles, management subjects, management objects.

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**Economic sustainability as a criterion for ensuring a business subject economic security. P. 96-107.**

**Abstract.** The purpose of the study is to reveal the essence of the relationship between the concepts of "economic stability" and "economic security". The article discusses and analyzes various aspects of the two concepts, considers different points of view of researchers on their nature, and outlines the main approaches to their evaluation. The analysis made it possible to single out the main functions and levels of economic security and economic sustainability, list the main elements of a comprehensive system for ensuring economic security and economic sustainability of economic entities. The system for ensuring economic stability and economic security of economic entities is a complex of interrelated components, which, like the body's immune system, helps to protect the economic entity from negative impacts of an endogenous and exogenous nature. Protection, provides security. By security, we understand the state in which the resources of an economic entity can be fully directed to its comprehensive development and implementation of current activities. Economic security in this case acts as one of the varieties of many manifestations of security. Sustainability is the basis of security, and security is a condition for sustainability. On the basis of the study, our own definition of the concepts of "economic sustainability" and "economic security" was formulated. Of particular interest is the disclosure of the manifestations of two concepts from the point of view of three aspects - function, state, property. The difference between the concepts of "economic stability" and the concept of "economic security" is considered. The essence of the two concepts at the micro level is revealed in detail. To achieve this goal, various general scientific and economic methods were used.

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

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**Health care sphere organizations' fixed capital management system development. P. 108-121.**

**Abstract.** Health care is traditionally classified as a non-productive industry, a service sector of an intangible nature. It combines commodity-material and spiritual-informational activities. In this sense, health care can be called "the industry of preserving and producing health", which uses a large arsenal of medical, economic methods and means. Health care organizations, within the framework of the legislation, carry out economic activities - work on the production and sale of medical goods and services aimed at preserving and strengthening the health of the population, using various financial, material, labor, information and other resources. Fixed capital is an important part of the resource potential used by health care organizations in the course of economic activity. The purpose of this study is to summarize the theoretical approaches and practical solutions to the problems of developing the fixed capital management system of healthcare organizations. In the process of research, such methods were used as: the method of theoretical generalization, induction and deduction, structural-logical and semantic analysis, comparison, synthesis, and a systematic approach. The article characterizes the health care economy in Russia as a special section of the economy. The authors clarified the content of the concept of "fixed capital of a healthcare organization". The article highlights the main shortcomings in the management of the fixed capital of healthcare organizations. Measures have also been developed to improve the use of fixed assets and hospital beds. Much attention is paid to the reserves to accelerate the modernization and renewal of the equipment of the medical institution.

**Keywords:** healthcare, medical institution, medical services, resources, fixed capital, non-current assets, fixed assets, depreciation, reproduction of fixed capital, management, efficiency.

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**Enterprise's digital potential realization through ERP systems implementation. P. 122-134.**

**Abstract.** Realization of the digital potential of an economic entity through the use of IT technologies as part of the implementation of business processes is associated with the development of digital technologies and IT services: broadband Internet, cloud services, RFID technologies, etc. One of the most popular tools for digitalization of economic entities in various sectors of the economy and social sphere are the systems of ERP systems. These systems are a comprehensive software solution for automating the production and business processes of an enterprise based on global and domestic business automation practices. The purpose of this study is to develop specific practical recommendations for optimizing the digital transformation of business processes of a modern enterprise through the use of ERP systems as a means of improving the efficiency of enterprise management. The article discusses the main aspects and blocks of tasks that an enterprise has to solve through ERP systems. As research methods, general scientific information obtained through observation was used; induction / generalization, based on experience and deduction / logical and methodological procedures, to move from the general to the particular in the process of reasoning. In the course of the study, an analysis was made of a comprehensive review of the digital transformation of enterprise business processes through the implementation of ERP systems and an assessment of the practical significance of the introduction of ERP systems. The results of the study served as the basis for the development of specific practical recommendations for optimizing the digital transformation of business processes of a modern enterprise through the implementation of ERP systems as part of improving the efficiency of enterprise management.

**Keywords:** business process, digital potential, digital transformation of business processes, enterprise management, ERP system.

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**Contractors' orders life cycle mechanism management implementation. P. 135-145.**

**Abstract.** The implementation of the mechanism for managing the life cycle of counter-party orders is presented from the standpoint of a separate provision of orders, which means provision for a specific customer order that created this need and can only be shipped against this order. Since customers are the company's most valuable asset, managing relationships with them is a central task of the organization. Currently, when consumers, and not capital, generate the economic growth of the organization, the product market is shifting from product to service differentiation. Orders executed for a specific client are aimed at customer focus and increasing customer loyalty, which allows you to attract new customers and retain existing ones. The aim of the study is the need to use innovative life cycle management mechanisms based on the separate provision of orders, implemented in the enterprise information system, which contributes to increasing the efficiency of competitive wholesale trade. Research methods were applied adequately to the tasks. In general, the study was based on the methods of system analysis and synthesis, comparisons and analogies. The article presents information flows in the business process network for order fulfillment. A strategy is substantiated for the needs of buyers by purpose, in connection with which a mechanism for managing the life cycle of counterparty orders has been developed as a separate provision of orders for a specific purpose. The article gives the concept of a control mechanism in this context. To implement the mechanism for managing all stages of the life cycle for counterparty orders, the corresponding new metadata objects were developed for the order management information subsystem and the documents "Customer Order" and "Order to Supplier" were modified taking into account the status of urgency and related directories in the ERP enterprise management system. Emphasis is placed on the implementation of the pricing policy, depending on the urgency of the delivery of inventory items to customers. The model of the business process "Formation of the customer's order taking into account its urgency" in the BPMN notation is presented.

**Keywords:** pegged supply of orders, order management lifecycle, accounting objects in an ERP system, BPMN notation.

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**Study of trends in the consumption of energy resources in the Russian industry on the basis of statistical energy balance. P. 146-154.**

**Abstract.** The article deals with the actual problem of finding organizational reserves and opportunities to improve the energy efficiency of industrial enterprises. The purpose of the article is to study the trends in the consumption of energy resources in the Russian industry on the basis of the statistical energy balance. As the main research methods, empirical methods were used to study the possibilities for the development of energy management at Russian industrial enterprises; methods of statistical analysis of data series, graphical visualization of information, structural analysis for energy consumption assessment; methods of cause-and-effect relationships, logical-functional and logical-structural analysis for organizational decisions. The possibilities of developing energy management at Russian industrial enterprises are studied. It was revealed that some domestic industrial companies do not have information about the structure and scale of energy consumption, and therefore they cannot

build a model of energy consumption. An analysis of the parameters of the electric balance of the Russian Federation for 10 years was carried out, which showed an increase in the production and consumption of electricity in Russia, an increase in imported energy, and a decrease in the volume of electricity losses in networks. A scheme of organizational and technical measures for the formation of the energy balance of an industrial enterprise is proposed, which provides for evaluation and prognostic calculations using mathematical modeling tools and modern information technologies. The materials of the article can be used in the development of models and mechanisms for forecasting the fuel and energy balance of the Russian industry and economy.

**Keywords:** energy efficiency, industry, energy balance, management decisions, power losses, information technology.

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

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**Labor market state regulation directions in the Republic of Tajikistan using social partnership mechanism. P. 155-165.**

**Abstract.** An important strategic goal for Tajikistan is to ensure sustainable economic development, improve the level and quality of life of the population. Achieving this goal depends on various factors, including the state and trends in the development of the labor market. The current stage of socio-economic development of the Republic of Tajikistan is characterized by a number of negative trends in the development of the labor market: a significant excess of supply over demand for labor, low incomes, high unemployment, income stratification, increased migration processes, etc. In solving these problems, an important role is assigned to the state, in particular, social partnership with employees, employers, trade unions, and business. The purpose of the study is to systematize the directions of state regulation of the labor market based on the development of social partnership in accordance with the current needs of the market. In the process of research, such methods as general scientific (observation, analysis, synthesis, generalization), special (monographic and comparison), dialectical, systemic and integrated approaches were used. The article presents the results of a study of the current state of the labor market in the Republic of Tajikistan. The main factors influencing the state of the labor market of the republic are systematized. The necessity of strengthening the accents in the field of labor market regulation by the state is substantiated. The levels of labor market regulation are determined and their characteristics are given. The content of social partnership as an effective mechanism for stabilizing the functioning of the labor market is disclosed.

**Keywords:** labor market, employees, employers, unemployment, migration, state regulation, social partnership.

## **Marketing, Commerce and Logistics**

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**Comparative characteristics of digital promotion of universities. P. 166-181.**

**Abstract.** Active development of the digital environment makes it necessary not only for the mandatory use of integrated marketing communications by universities as part of the educational process, but also for the indispensable use of online promotion of universities on various digital platforms to achieve external and internal PR goals. The purpose of the article is to study the digital promotion of universities, their comparative characteristics. The methodological basis of the study is a systematic approach to the study of the problem, as well as general scientific methods: analysis and synthesis, dialectical, abstract-logical, system analysis and methods of comparison and generalization. The article analyzes studies on the subject of digital promotion of universities. The trends in the development of social networks in Russia are revealed: the total number of users, the number of active authors and messages, the share of the target audience by gender and income. The authors of the article attempted to highlight the criteria for the digital promotion of universities on such Internet platforms as a website and social networks. Based on this, a comparative analysis of fixed assets, methods, and approaches to digital communications was carried out, which are used in the practice of universities: Belarusian Trade and Economics University of Consumer Cooperatives (BTEU), Belgorod University of Cooperation, Economics and Law (BUKEP), Belgorod State National Research University (BelSU), and Shukhov Belgorod State Technological University (BSTU). The authors of the article describe promotion tools and platforms, analyze the current situation, trends, give recommendations on the effective presence of higher education institutions in the digital space, and suggest topics for possible further research on this topic.

**Keywords:** social networks, digital promotion of the university, marketing communications, PR - communications, digital - technologies, SMM, digitalization of higher education.

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**State of the market for the production and use of natural gas motor fuel. P. 182-194.**

**Abstract.** Consumption of natural gas motor fuel in the Russian Federation is steadily increasing against the backdrop of government support measures. So, over the past six years, it has grown by about 2.4 times. The purpose of the study is to identify the main patterns of development of the gas motor fuel market in the Russian Federation for the subsequent adoption of appropriate management decisions. The article used the analytical method of carrying out the work, which consisted in the analysis of statistical data in terms of the general structure of the vehicle fleet, as well as the fleet of gas-cylinder vehicles. The article analyzes the current state of the market for the production and use of gas motor fuel, its structure and development prospects. An analysis of the infrastructure of the autogas filling complex is presented, broken down by types of gas-using equipment and constituent entities of the Russian Federation. In addition, an analysis of the available statistical data regarding the general structure of the vehicle fleet, as well as the fleet of gas-cylinder vehicles, is presented. The above data confirm that in the territory of the Russian Federation, natural gas as a motor fuel is popular in the south of the country and in the Urals, while in the European part of the country gas motor fuel is less popular, as well as in Siberia. Based on the results of the studies, it was concluded that there is a significant potential for further development of gas filling and gas-using infrastructure, the implementation of which requires the development of modern financial and economic models that take into account all the main trends

in the development of the gas motor fuel market, including liquefied natural gas, taking into account all environmental aspects.

**Keywords:** gas motor fuel, gas motor vehicles, gas motor market, gas filling stations, compressed natural gas, liquefied natural gas.

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**Problems of the advertising business transformation in the digital environment. P. 195-206.**

**Abstract.** First, COVID, and then sanctions against the Russian Federation, became a trigger for transformations, instantly changing people's lives: way of life, psychology, behavior, consumption, and, first of all, attitudes towards advertising, which affected the state of the digital environment. The article formulates the problems caused by blocking Instagram (recognized as an extremist organization and banned in the Russian Federation) and Facebook (recognized as an extremist organization and banned in the Russian Federation) for advertising promotion, blocking the Google Ads advertising system, restricting Tik-Tok and Youtube. In this connection, difficulties in advertising informing arose primarily among small businesses. The authors provide options for finding a way out of this situation. The key point of the article is the answer to the question of how the blocking of Meta Platforms products will affect Russian entrepreneurs, which sites will become an alternative to Instagram\* and Facebook\* (recognized as extremist organizations and banned in the Russian Federation), and whether it is possible to restore the previous level of sales and traffic on the platform. Among the trends in this area, the authors noted the following: the replacement of Instagram (recognized as an extremist organization and banned in the Russian Federation) by other advertising resources, the rise in the cost of the process of transforming online advertising, conscious consumption and cost planning for advertising promotion, the active involvement of bloggers in the promotion of goods and services through Telegram and VKontakte.

**Keywords:** advertising, digital environment, Internet, promotion, target audience, social networks, advertising, trends, advertising strategies, advertising market development prospects, blog, blogging, video content, online, Internet marketing.

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**US organic seed market: trends, practice, policy. P. 207-222.**

**Abstract.** Seeds are the most important first link in the organic food production chain. The global organic seed market is highly competitive with the presence of numerous regional and local growers operating around the world. However, in recent years there has been a trend towards consolidation of seed companies through the acquisition of smaller organizations. The US is the most significant market for organic seeds as a result of growing organic sales over the years and can serve as an example of the effective development of the organic market for these products. The purpose of the study is to study the US organic seed market: trends, practices, policies, etc. and give proposals for the development of this market in Russia. The U.S. has established a decentralized organic seed system that secures the supply of organic seeds and includes farmers,

breeders, the seed and food industries, retailers, independent foundations and associations, academic and government agencies, and consumers. The organic seed system links a wide range of stakeholders in and within regions. The entities that make up the organic seed system are connected horizontally with others within their region and vertically with stakeholders within the country. This network structure largely reflects the resilience of the US seed system. Therefore, the US experience is important for the formation of the domestic organic seed industry, covering all stages and levels: scientific support, organic seed production, seed cleaning and storage facilities, seed marketing and transportation logistics, interaction with certification bodies, search for funding sources and attracting investors.

**Keywords:** market, organic seeds, seed system sustainability, certification, distribution channels, transnational corporations, seed companies, cooperatives, seed bank.

## Cooperation and Entrepreneurship

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### **Problems and ways to activate entrepreneurship development in the Republic of Tajikistan. P. 223-233.**

**Abstract.** The development of a socially oriented economy in the Republic of Tajikistan involves the revitalization of business structures designed to solve the problems of providing employment for the population, increasing production volumes, improving the functioning of the service sector, etc. At the same time, at the present stage, entrepreneurship is faced with problems that hinder its development in the country and regions in various sectors of the economy. The purpose of the present study is to study the theoretical and practical aspects of entrepreneurship development in the Republic of Tajikistan. In the study, within the framework of a comparative analysis, the definitions were considered: "economic activity", "entrepreneurial activity". It was revealed that the development of entrepreneurship in Tajikistan during the period of independence was relatively slow, as a result of the processes of the socio-economic situation in the country and the influence of environmental factors. The instability of entrepreneurship development has actualized the problem of finding new forms and methods for the effective use of entrepreneurial resources in the current conditions of implementing market reforms, creating a favorable business environment, improving the legislative framework, developing public-private partnerships, etc. The implementation of a set of these measures will ensure the stability of the development of entrepreneurship, increase its competitiveness, as well as create favorable conditions for enhancing entrepreneurial activity in the Republic of Tajikistan.

**Keywords:** entrepreneurship, entrepreneurial potential, entrepreneurial environment, public-private partnership, cooperation, big business.

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### **Using foreign experience in the development of organic agriculture in Russian practice. P. 234-245.**

**Abstract.** General economic development is impossible without innovative agriculture, which stimulates the industrial sector and contributes to sustainable economic growth. The tasks of agricultural production to ensure food security, improve the living standards of the rural

population, and effectively develop rural areas and infrastructure have expanded with new ones: ensuring human, plant and animal health, and maintaining soil fertility. Over the past fifty years, organic agriculture has been actively developing in the world, which is significantly ahead of traditional agriculture in terms of growth rates. In Russia, organic agriculture drew attention later than other countries. At the same time, there are countries in the world, such as the United States, which are the largest organic markets and serious exporters and importers of organic products. Therefore, the purpose of this article is to study US organic agriculture, trade, and various types of infrastructure. Materials from open sources, websites of international organizations in the field of organic agriculture, federal executive authorities were used and such research methods as deduction and induction, analysis and synthesis, observation and comparison, abstract-logical and monographic were applied. The movement towards organic production in the United States was progressive, attracting scientists, farmers, economists and consumers to its side. As the fastest growing segment of the food market, organic has become big business. In the organic market, non-governmental organizations and scientific institutions operate on an equal footing with state bodies, along with farmers and cooperatives - transnational corporations (TNCs). The majority of organic sales are through retail stores of various formats, with the remainder through farmers' markets, catering, online retail, and non-retail marketing channels. The successful experience of the United States will be useful for the emerging domestic market for organic products.

**Keywords:** organic agriculture, infrastructure, trade, organic market, organic food, organic non-food products, cooperatives, transnational corporations.

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**Conceptual approach to development of food and processing industries of the Kemerovo region – Kuzbass. P. 246-257.**

**Abstract.** Food and processing industries are strategically important for the sustainable socio-economic situation of the country as a whole and the regions that form it, in particular, as they ensure the maintenance of food security at a sufficient level. Agriculture, food and processing industries, as the fundamental sub-sectors of the agro-industrial complex, are resource-intensive, since increasing the volume of products and improving their quality directly depends on the timely re-newal of machinery and equipment. For the effective functioning of food and processing enterprises in the industrial region, as well as for building up their potential, in particular, increasing the volume of high-quality and competitive products that are in demand, it is necessary to provide the production process with modern fixed assets. The main purpose of the study is to assess the state of the fixed production assets of this industry and develop a conceptual approach to the formation and development of food and processing industries in the industrial region. The scientific research conducted by the author made it possible to structure and substantiate the existence of a number of problems in the field of introducing high-tech industries, which in turn became the basis for developing a conceptual approach to the formation and development of food and processing industries.

**Keywords:** food and processing industries, development of the agro-industrial complex, conceptual approach.