

Cooperation and Entrepreneurship

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The problem of food security in the context of the contribution of the cooperatives of the CIS countries to its solution. P. 9-19.

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Abstract. This article summarizes the results of a study of the participation of cooperatives of the CIS countries in ensuring national food security. The purpose of the study is to determine the actualization of the problem of food security under the influence of new catalysts for its development, justified through an analytical assessment of the state of the problem in the countries of the Commonwealth of Independent States, with the formation of a set of reasons that act as barriers to increasing the contribution of cooperatives to ensuring national food security. The research methodology was based on the concept of sustainable development, the strategic goals of which include the fight against hunger and poverty of the population. The paper implements methods for analyzing the content of program documents in relation to the subject of research; identification of supranational catalysts that aggravated the problem under study; assessment of its condition in the CIS countries in dynamics; grouping the reasons hindering the growth of the contribution of national cooperatives to solving the problem, according to the criterion of the sphere of their formation: economic, social, legal. The problem of food security is updated in the concept of the Global Directions for Transforming Food Systems, defined by FAO in accordance with the Sustainable Development Goals. Catalysts for the aggravation of the problem of food security, characteristic of modern socio-economic realities, are identified, an assessment of its state in the CIS countries is given according to the global indicator "prevalence of malnutrition among the population" in dynamics for 2004-2020. A composition of common economic, social and legal reasons for the CIS countries has been formed, the existence of which does not allow national cooperatives to fully realize their potential and increase their contribution to solving the problem of food security.

Keywords: food security problem, agricultural and consumer cooperatives, sustainable development.

Economics and Management in Branches and Spheres of Activity

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Tools for assessing structural components of enterprise activities intellectualization. P. 20-30.

Abstract. The intellectualization of the activity of enterprises is considered in the context of the intellect, education, qualifications, abilities, skills and experience of the personnel, which is of decisive importance for their development and ensuring a level of competitiveness sufficient for competition. The purpose of the article is to substantiate the tools for assessing the intellectualization activity of enterprises. In the process of research, a system of general scientific and special methods was used: retrospective analysis; structural-logical analysis; comparative analysis; statistical analysis; graphic; economic and mathematical methods; cognitive modeling; empirical method; method of expert assessments. For a systematic and comprehensive assessment of the level of efficiency of the intellectualization activity of enterprises, it is proposed to use a three-component approach to determining groups of indicators: the social component, the intellectually oriented component, and the component of innovative activity of enterprises. The emphasis in the article is on the intelligence-oriented component. To assess the intelligence-oriented component of the intellectualization activity of enterprises (IC IAP), a system of indicators is needed, such as the qualifications of employees, their ability to perform complex operations, the level of awareness, essence, necessity, means of implementation, consequences, and motivation of intellectualization processes in the enterprise. The main groups (clusters) of indicators for assessing this component are qualifications, opportunities, and abilities. The article gives a description of the indicators that form each cluster. A method for calculating the integral indicator of IC IDP is proposed, as the average value of the integral indicators of each cluster, taking into account the weight of the corresponding group of indicators in the quantitative assessment of intellectual potential. The author's qualitative characteristics of the levels of IC IDP depending on the level of performance on the Harrington scale are given. Based on the considered clusters of indicators and research methods, a scheme for assessing the level of the intellectually oriented component of the intellectualization activity of an enterprise (IC IAP) is recommended. The authors' interpretation of the term "intellectualization business model of an enterprise" is proposed.

Keywords: intellectualization, intellectualization activity of enterprises, intellectually oriented component, assessment indicators.

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To the question of russian defense industrial complex enterprises innovatization. P. 31-40.

The study was carried out within the framework of the grant of the President of the Russian Federation for state support of leading scientific schools of the Russian Federation
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Abstract. The importance of the military-industrial complex for ensuring the national security of any state is great and increases significantly in the face of growing geopolitical tensions and an increase in the number of military conflicts, which necessitates the provision of conditions to maintain the required level of development and further improve the industry. Ensuring the competitiveness of defense industry products is becoming the most important task, the solution of which at the present stage is seen in the continuous innovation of the enterprises of the complex. The purpose of the study is to identify the potential for innovative development of enterprises in the military-industrial complex and to identify barriers to their innovation. The study is focused to a greater extent on the study of theoretical and methodological aspects of the innovative development of the defense industry based on the analysis and systematization of scientific ideas reflected in the specialized literature. The research methodology involves the use of a set of general scientific dialectical approaches and methods, in particular analysis and synthesis, deduction and induction, analogy, scientific generalization, etc., as well as a systematic approach. As a result, the sectoral specifics of the innovative development of defense industry enterprises were identified, the main factors that characterize it were systematized, the key tasks of innovative development for the future were identified, and technological trends that are relevant in the development of production processes in the defense industry were presented.

Keywords: military-industrial complex, innovative development, innovatization, diversification, military products, civilian products.

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Structural changes in the construction industry and management methods of the industry in modern economic conditions. P. 41-50.

Abstract. Implementation of processes in the construction industry always involves the creation and use of a certain control model. The operation of the control function begins already at the zero cycle, when technical work is not yet carried out. The purpose of the study is to determine how the management of the construction industry responds to changing economic conditions. The management system in construction is the general coordinator of all participants in the process and the regulator of financial and labor resources. In modern economic conditions, the list of management tasks also includes reducing the role of external destabilizing factors, the operational possibility of timely correction of production tactics. In our research, we used data collection, used methods: scientific abstraction, functional analysis, graphic images, economic conjuncture research. We also used economic monitoring and observation. At the beginning of 2020, Russian construction companies faced for the first time restrictions caused by the pandemic. During this period, many construction companies suspended their activities, some of them were declared bankrupt. But still, most construction companies have found a way out of this situation, thanks to an effective management system. In the article, we have formed the main principles of management in the construction industry and identified the elements of the management system. This is confirmed by the results of a study in the Belgorod region.

Keywords: planning, management policy, project, management principles, construction, economics, management.

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Management of logistics processes at industrial enterprises in the conditions of digitalization. P. 51-60.

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Abstract. The study is aimed at analyzing the relations that arise in the process of administration in the petrochemical sector based on digital technologies and the logistics process management system of Nizhnekamskneftekhim PJSC. The methods of description and comparison made it possible to identify trends in the digitalization of the petrochemical industry in the field of energy saving and resource saving, and the role of using digital technologies in the management system. When studying the issues of digitalization of industrial enterprise management systems, theoretical and practical works were analyzed, which served as the theoretical basis for the study. To achieve this goal, the main areas of digitalization in the petrochemical industry were identified (using the example of Nizhnekamskneftekhim PJSC), which include ensuring production safety, customer centricity and reducing total costs. Based on the analysis of the dynamics of the main indicators of the digitalization of logistics processes at Nizhnekamskneftekhim PJSC, the effect of the digitalization of logistics business processes was calculated. The analysis showed the following results: the amount of savings due to the digitalization of logistics business processes for 2019-2021 amounted to 20.8 million rubles; the efficiency of digitalization of logistics business processes, as the ratio of the amount of savings from the digitalization of logistics business processes in relation to the company's revenue, increased from 4.4% in 2019 to 5.3% in 2021, which in general allows us to talk about the effectiveness of implementation of digital logistics management technologies at Nizhnekamskneftekhim PJSC.

Keywords: digital technologies, digitalization, Industry 4.0, logistics processes, supply chains, digitalized management, business processes.

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Development of mutual trade of the Russian Federation and the Republic of Kazakhstan in the context of food self-sufficiency. P. 61-75.

Abstract. The purpose of the study is to substantiate the feasibility and necessity of increasing the volume of mutual trade in food products and agricultural raw materials (FP&ARM)

within the Eurasian economic space to meet demand in the markets of the member states of the Eurasian Economic Union (EAEU). The growth in the value of food self-sufficiency within the Eurasian economic space determines: the production of basic food products in the Russian Federation and the Republic of Kazakhstan, which should guarantee basic self-sufficiency of the population of these countries; development in the Russian Federation and the Republic of Kazakhstan of the production of competitive food products based on the resource potential of each state, aimed at creating an additional assortment in retail trade, taking into account the tastes and preferences of consumers of these EAEU member states; formation and development of a single food market of the EAEU member states based on the available resource potential of each state; development of a unified concept for the development of specialization of agricultural sectors, providing for the growth of physical volumes of food products, and reducing the costs associated with their implementation in domestic markets and delivery to the EAEU member states; regulation of prices for a guaranteed basic range of food products in the EAEU member states with a view to its economic affordability to consumers. The rationale for the expediency and necessity of the dynamic development of mutual trade of the FP&ARM for the purpose of equivalent food self-sufficiency in the EAEU member states due to the growth in the production of the main range of food products led to the use of general scientific methods of theoretical and empirical levels.

Keywords: EAEU countries, food self-sufficiency, state food self-sufficiency, integration, food products, food self-sufficiency, level of self-sufficiency, export, import, food products.

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Balance sheet and the use of its items to analyze and improve the financial state of a business subject. P. 76-84.

Abstract. In the process of reading the balance sheet, the user of balance sheet information compares the totals of the sections within the asset and liability of the balance sheet and their individual items, as well as the totals of the sections of the asset and liability. As a result of such comparisons, users receive additional analytical information necessary for making informed management decisions, as well as for assessing the effectiveness of future capital investments and the degree of risk of financial investments. The main form of accounting (financial) reporting - the balance sheet - serves as the basic information basis that allows for the analysis and improvement of the financial condition of an economic entity. The digital data of the balance sheet of a particular organization, substituted into the analytical formulas, make it possible to calculate a variety of indicators that form the basis for the development of proposals for improving its financial condition. The analysis technique also allows you to study the cash flow of the organization for its current, investment and financial activities. The data of the balance sheet with the simultaneous application of the Dupont formula make it possible to determine the potential for increasing the return on equity of an economic entity. All this gives reason to believe that the topic of this study is relevant both from a theoretical and practical point of view.

Keywords: balance sheet, financial condition, analysis, liquidity.

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**Features of competitive positioning of educational organizations of higher education.
P. 85-91.**

Abstract. The growing interest in the issues of competitive positioning of educational institutions of higher education (hereinafter referred to as HEI) is due to increased competition between universities, a change in the landscape of the regional, national and external educational markets, and labor markets caused by the transformation of the national higher education system. The purpose of the study is to identify the specific features of the industry and the characteristics of the educational market, which must be taken into account in the process of developing a marketing strategy, as well as forming a policy in the field of competitive positioning of the university. Research methods: analysis of scientific literature in the framework of the study of existing definitions of the category "positioning of OOBO"; content analysis of the official websites of educational organizations of higher education in order to identify differences in bringing the university's competitive position to consumers; classification, methods of comparison and generalization, which made it possible to highlight the features of the competitive positioning of educational organizations of higher education. Results of the study: the main approaches to the competitive positioning of OOHE are identified, the features are highlighted and the need to form the concept of competitive positioning of OOEE and the market promotion of educational programs is substantiated. The results of the study can be used in the process of forming a marketing policy in the field of competitive positioning of an educational organization of higher education.

Keywords: competitiveness, competitive advantage, positioning, competitive positioning, image, organization competitive positioning system, marketing strategy, educational organization of higher education, educational organizations of higher education.

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**Population's welfare level study: a comparative analysis in the regional aspect.
P. 92-101.**

Abstract. The article is devoted to the analysis and assessment of the level of well-being of the population of Russia. Today, issues reflecting the level and quality of life of the population are especially relevant, since the instability of the economic system negatively affects both the standard of living in general and the differentiation of the development of individual regions, strengthening the latter. The purpose of the study is to determine the level of well-being of the population and the ranking of Russian regions based on the assessment. Using the calculated welfare index of the population, the regions of Russia were ranked in dynamics for 2016-2020. A strong differentiation of regions in terms of the level of material well-being of citizens, as well as a negative trend in the growth of the number of regions with a low level of well-being of the population, was noted. The obtained ranks of regions by the level of well-being were used in a classification matrix reflecting the type and level of economic development of the region. The leading regions in terms of the well-being of the population are highly developed regions (financial and economic centers and raw materials export-oriented regions), the outsider regions are less developed regions with an agrarian economy. Directions for increasing the well-being of the population are proposed: growth of industrialization of the leading industries, diversification of

the economy, more efficient use of the potential of the region, and first of all, scientific and technical.

Keywords: well-being, population of the region, level of well-being, standard of living, material well-being.

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Key competence groups of staff in the era of digital transformation of the oil and gas sector in Russia. P. 102-109.

Abstract. The paper reveals the potential and importance of personnel development in the era of digital transformation of companies. The role of the main groups of key, basic competencies of personnel, which must be possessed in order to increase the chance of introducing industry 4.0 into business and production processes as part of the digital transformation of the company, is characterized. Taking into account the lack of a unified base of formed requirements for personnel, it allows us to state that the purpose of writing the article is to form the basic core of personnel competencies in the era of digital transformations of companies, as well as the possibilities for its development. The implementation of this goal made it necessary to analyze the structured conclusions of reputable scientists like Phyllis Gilch, Kadyrov N.N., test hypotheses, interview experts in the field of digitalization, and analyze information in open sources on the main digital competencies necessary in the era of digital transformation of the Russian oil and gas sector and industry 4.0. The result of the study was the formation of an image of the result of groups of competencies necessary in the era of digital transformation. The results of the study will primarily be of interest to human resource management departments and practitioners, methodologists for implementing digital transformation approaches in companies.

Keywords: digital competencies, digital transformation, industry 4.0, smart factories, IT specialist, digital personnel, digital technologies, digital ecosystem, digitalization.

Marketing, Commerce and Logistics

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Development of electronic wholesale trade in modern conditions. P. 110-122.

Abstract. The purpose of the study is to identify the main trends in the development of wholesale trade in the digital economy. Wholesale trade plays an important role in the process of product distribution. The introduction of digital technologies and the development of electronic commerce have led to the emergence of new approaches to the organization and technology of wholesale trade. At the same time, an important role is given to the procurement activities of wholesale trade enterprises, which is a guarantee of the efficiency of their work, a high level of their competitiveness, and the formation of a positive image among market participants. Research methods were applied in accordance with the purpose and objectives of the study. The theoretical and methodological aspects of the study are based on the works of scientists in the field of

electronic wholesale trade, the organization of commercial activities for wholesale purchases and wholesale of goods. The information base of the study was data obtained from open sources, data from the Federal State Statistics Service. The study used general scientific and economic-statistical methods of data processing, including grouping, comparison, index method. The article identifies the main trends in the development of wholesale trade in the digital economy, analyzes the indicators characterizing the activities of wholesale enterprises, describes the organization of wholesale sales via the Internet, and considers options for organizing wholesale sales on the Internet without creating a website.

Keywords: wholesale trade, wholesale enterprises, commercial activities, marketplaces, electronic trading platforms.

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**Marketing and analytical support of regional hospitality standards introduction.
P. 123-137.**

Abstract. Strengthening the priorities of tourism policy in terms of enhancing the development of domestic and inbound tourism in the Russian Federation poses a variety of tasks for the state and entrepreneurs, the most relevant of which is to ensure a high quality of service for tourists, compliance of tourism products and services with consumer expectations, determined not only by a sufficient number of hospitality facilities, but also a high level of service. The article summarizes the practical results of the study obtained during the implementation of the project to introduce a regional hospitality standard in the Belgorod region. The authors identified a number of existing problems that impede the increase in the tourist flow to the region, for the solution of which an integrated approach is proposed aimed at ensuring the quality of tourist services and creating an atmosphere of hospitality at enterprises; development of tourist information space; ensuring the availability of tourist services and comfort of stay; formation of a competitive regional tourism product, development of a strategy for its positioning and promotion. As a marketing and analytical support for the implementation of the project, the possibility of systematic use of modern tools for monitoring integrated research (building ratings, service audit of hospitality facilities, competitive analytics to identify and analyze the best tourism practices, statistical and marketing monitoring) is shown in order to improve the quality of the tourist product and increase the tourist attractiveness of the region based on the development and implementation of new standards for the provision of services. The key marketing objectives of the Belogorye Hospitality Standard project, as a result of improving the quality of tourist services for residents and guests, are associated with an increase in the attendance of hospitality facilities, an increase in the competitiveness of the regional tourism product, the formation of a tourism brand and the promotion of the Belgorod Region as an attractive tourist center.

Keywords: hospitality standard, rating, promotion, tourist attraction, brand, competitiveness, competitive analytics.

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Reputational risks in marketing communications: essence, causes and consequences. P. 138-146.

Abstract. The development of information and digital technologies in modern conditions has become a factor in the transformation of marketing communications of participants in economic relations. The manifestation of such a transformation was not only positive consequences (expanding the reach of the audience of buyers, penetration into new markets, etc.), but also negative ones in the form of a threat of loss of reputation, assets from discrediting reputation, black PR, the impact of negative reviews and other risks of the information environment that can demotivate consumers of goods or services. The purpose of the study is to study the nature of the implementation of reputational threats for companies in the current conditions of the functioning of social media. The basic methods for conducting the study were induction and deduction, analysis and synthesis, as well as methods for comparing, generalizing and systematizing the results of scientific thought on the problems of the work, and others. According to the results of the study, the main conditions for the formation of reputational risks were identified. Based on the study of foreign and domestic experience, the paper considers the main sources of reputational risks (mass media, social networks, public opinion leaders). To overcome the identified problems in the marketing communications of companies, it is necessary to change the approach to identifying threats to reputation. It is proposed to use additional indicators in media monitoring systems that would take into account bursts of activity of users of a particular platform based on the methods of mathematical statistics. This approach will allow you to quickly identify bursts of user activity and preventively counteract the formation of a negative image of the company.

Keywords: marketing communications, loss of reputation, reputational risks, negative information, information attacks, social networks, opinion leaders.

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Issues of social responsibility in neuromarketing. P. 147-157.

Abstract. The formation and development of the concept of neuromarketing causes a lot of criticism and debate about the appropriateness and ethics of using neurotechnologies to study consumer behavior and develop effective marketing strategies. The main purpose of this work was to study the consumer's reaction to the use of neurotechnologies in marketing activities by companies in order to understand whether socially responsible business behavior can solve the problem of public distrust in neuromarketing. The study used the methods of reviewing literature sources, identifying cause-and-effect relationships, induction, deduction, analysis and synthesis, and questioning. During the study, the main provisions of the neuromarketing concept were considered, which made it possible to understand what processes of the human psyche and

physiology and what tools neuromarketers study. The paper analyzes and systematizes the views and opinions of scientists expressing the negative reaction of society to the activities of neuromarketing companies that use the results of studies of the reactions of brain activity of buyers to develop marketing strategies. A sociological survey conducted as part of the study refuted the theory of the predominance of a negative attitude towards the activities of neuromarketing companies in society. Society (especially young people) is quite loyal to advertising products developed using neurotechnologies. The results of the analysis of the work of neuromarketing laboratories and companies testify to their socially responsible attitude to problems in society. Following the principles of socially responsible policy contributes to strengthening the reputation of neuromarketing laboratories and companies.

Keywords: neurotechnologies, neuromarketing, sensory marketing, priming, social responsibility.