

Cooperation and Entrepreneurship

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Theoretical and methodological foundations for control of the balanced development of mesosystems. P. 9-17.

Abstract. The purpose of the study is to consider the results of research on certain aspects of the theory and practice of the economic viability of economic entities, to identify existing opinions and scientific approaches to interpreting the essence of the category "economic viability of an economic entity", to study the constituent elements of the economic viability of an enterprise, and to evaluate the existing methodological tools for assessing the economic viability of economic entities. During the research, methods of comparative complex analysis, methods of induction, deduction and synthesis of the results obtained, analysis were used. In the course of the study, it was revealed that today there is no consensus among scientists on the content and constituent elements of the economic viability of an enterprise, there is no effective methodological tool for assessing both the economic viability of an enterprise as a whole and its individual structural elements. As part of the study, we have given the author's definition of the definition under study. So, the economic viability of an economic entity should be understood as the ability of an enterprise to successfully function, compete and develop in the market in a rapidly changing external and internal environment based on the rational and resource-saving use of the existing potential, the ability of an enterprise to respond flexibly to changes in the needs of potential consumers (market demands). The study of this category allowed us to expand not only the composition of the elements of the economic viability of an economic entity, but also the list of indicators for their assessment. Ensuring economic viability, making effective management decisions, implementing the goals, objectives, development strategy of an enterprise is impossible without monitoring threats from the external and internal environment, a strategic analysis of the main indicators for assessing the constituent elements of the economic viability of an enterprise.

Keywords: economic viability of economic entities, constituent structural elements of economic viability of organizations, market viability, production viability, financial viability, social viability, environmental viability, innovative viability, indicators of economic viability as determinants of enterprise competitiveness, threat monitoring, strategic analysis, economic viability audit.

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Import substitution as a factor in developing meat and edible meat export by-products: a regional aspect. P. 18-26.

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Abstract. Increasing the stability of the functioning of regional economic systems in the context of the transition to an economy of balanced development necessitates the development of new methods and tools to assess the level of balanced development of mesosystems. The purpose of this study is to develop a methodology and tools for assessing the balance in the development of mesosystems. As research methods, the article used the method of integral estimates, methods of descriptive statistics, correlation analysis. The tool for analytical calculations was the software product Statistica 12.0. Summarizing the existing theoretical and methodological approaches to the concept of sustainable development, the author's definition is proposed as "an interconnected progressive balanced development of the economic, social and environmental spheres of society through sustainable management of flows and processes in order to meet the needs of the current generation without causing potential damage to future generations." Based on the results of the study, it was established that the increase in territorial differentiation in terms of the development of the economic, social and environmental spheres with their increase in relative and absolute terms; regions were identified where there is "contradiction" in achieving balanced development - a high level of management, the environmental friendliness of the regional economic system is combined with high social tension. The modeling results presented in the article and the conclusions drawn on their basis can be used in assessing the effectiveness of the implementation of the ESG policy at the regional level of management, to identify the balance in the development of all three integral components of the ESG.

Keywords: mesosystem management, sustainable development, regional economic system, gross regional product, ESG concept.

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Development of customs control of goods subject to non-tariff restrictions in the conditions of digital transformation of the economy. P. 27-41.

Abstract. The purpose of the study is to analyze and identify directions for the growth of exports of meat and edible meat by-products (M&EMBP) of the Belgorod region. The Belgorod region, as one of the constituent entities of the Russian Federation (RF), occupies a leading position in the export of M&EMBP; over the past two years, there has been a significant increase in the export of the Belgorod region of M&EMBP. The growth of exports of the Belgorod region of M&EMBP against the backdrop of rapidly changing both domestic and global factors of production, consumption and marketing determines the development in the Russian Federation of a unified strategy for the development of beef cattle breeding, aimed at increasing production volumes and reducing costs associated with production, storage, logistics and sales, focused for the export of meat products, taking into account the resource potential of each subject of the Russian Federation; expanding the production of competitive M&EMBP both in the domestic and foreign markets based on the resource potential of the region; maintaining and expanding the number of export commodity subpositions that are in demand on the world market, at least taking

into account the commodity structure of the Russian Federation of this group of goods of the unified Commodity Nomenclature for Foreign Economic Activity of the Eurasian Economic Union (CN FEA EAEU); maintaining and expanding the geographic focus, at least taking into account the geographic focus of the Russian Federation's exports of this commodity group of the FEACN of the EAEU; rhythm of export deliveries. Analysis, evaluation and identification of directions for the growth of exports of the M&EMBP of the Belgorod region led to the use of general scientific methods of theoretical and empirical levels.

Keywords: export, import, geographical orientation, commodity structure, rhythm of deliveries, meat and edible meat by-products, Belgorod region.

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Development of customs control of goods subject to non-tariff restrictions in the conditions of digital transformation of the economy. P. 42-53.

Abstract. The dynamic development of the foreign trade of the Russian Federation is one of the most important activities of the state, since it creates the possibility of replenishing the federal budget, thereby ensuring the economic security (ES) of the country. At present, the world community has set a course for the formation of an information society, which leads to the penetration of information and communication technologies into all spheres of life, including the sphere of customs regulation. To ensure the investment attractiveness of the Russian Federation, the development of its foreign trade, the customs authorities, when performing customs formalities, must create favorable conditions for business that would speed up customs control while maintaining its high efficiency. Achieving this goal seems possible on the basis of the introduction of modern information technologies (IT) into the activities of the customs authorities, the transition to paperless document management between all participants in the process of cross-border movement of goods. Customs control is a necessary condition for ensuring ES in terms of performing fiscal, control, supervisory and regulatory functions. At the same time, the customs control system should not impede the development of foreign trade, but, on the contrary, contribute to the formation of a favorable business environment in this area. The purpose of the study is to substantiate the need for further development of interdepartmental electronic interaction (MEI) of state regulatory authorities (GKO) as the basis for simplifying and accelerating control activities in the context of the digital transformation of the economy. The basis of the study was general scientific and special methods. The study made it possible to identify current trends in the implementation of IT in the activities of State Defense Committees; justify the need for further development of the MEI GKO in order to assist businesses in reducing the burdens associated with the cross-border movement of goods, and, as a result, the growth of foreign trade turnover.

Keywords: information technologies, information systems, state regulatory bodies, interdepartmental electronic interaction, digital transformation.

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Methodological aspects of accounting for ESG criteria in the framework of assessing individual risks of organization. P. 54-62.

Abstract. The concept of sustainable development of the economy as a whole and of a separate organization is based on taking into account ESG criteria: environmental, social and managerial. Despite the sufficient interest of the scientific community in this issue, there is still no methodology for assessing the individual risks of an organization that takes into account ESG criteria. The purpose of the study is to develop methodological aspects of taking into account ESG criteria in the framework of assessing the individual risks of an organization. General scientific research methods served as a methodological base for the authors. The article clarifies the concept of an organization's individual risk and shows its place in the "pyramid of risk levels of subjects of the national economy". The authors propose four groups of criteria for assessing individual risks, three of which take into account the organization's ESG criteria: financial risk assessment criteria, environmental risk assessment criteria (E-criterion), social risk assessment criterion (S-criterion), managerial risk assessment criterion (G -criterion). For each criterion, the authors proposed a specific set of indicators, indicating their values for the purpose of ranking by class and determining points that are taken into account when assessing the individual risks of the company. The proposed methodology has practical application, for example, in assessing the creditworthiness of an organization within the framework of the concept of sustainable development. In addition, it can be applied not only at the level of an individual organization, but also at the regional level, as well as at the national level.

Keywords: ESG risk, individual risk, sustainable development concept.

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Improving mechanisms to support agricultural science as the basis for developing strategies for managing the innovative and investment potential of regional agro systems. P. 63-75.

The study was carried out with the financial support of the Russian Foundation for Basic Research within the framework of the scientific project No. 20-010-00979 A "The impact of investment resources of regional agricultural systems on increasing the export potential in the context of innovative structural transformation"

Abstract. Increasing the competitiveness of the agro-industrial complex can be achieved through the development of mechanisms to support agricultural science. The purpose of the study is to substantiate differentiated strategies for managing the innovation and investment potential of regional and sectoral agricultural systems based on improving the tools for financing agricultural science. The methodological basis of the study was the sources of the institutional base - state legislative acts, forecast and planning documents on the issues of innovative development of the agro-industrial complex; scientific works of domestic and foreign scientists of an economic profile on the subject under study. An analysis of the structure of internal current costs for research and development for fundamental and applied science was carried out. Based on the calculations of

the level of return of agricultural science, a typology of regions was carried out. The results of the calculations indicate that there is no direct relationship between the volume of financial support for fundamental and applied scientific research, the volume of production and the level of technological development of agriculture. An analysis of the cost effectiveness of agricultural science and the level of its return for the regions of Russia was carried out. Based on the results obtained, strategic directions for improving the efficiency of the innovation and investment potential in the agro-industrial complex have been developed. The practical significance of the results of the study is to increase the efficiency of agricultural production by improving the mechanisms for supporting agricultural science and improving the strategic management system.

Keywords: agricultural science, financing, optimal level, innovation and investment potential, principles, state support, typology of regions, management strategies.

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Provision of reliable classification of goods for customs purposes based on digital technologies. P. 76-93.

Abstract. The scale and structure of modern international commodity exchange indicate a slowdown in the world economy due to a number of both objective and subjective factors, which directly affects the development of the economies of the participating countries. However, despite this, the foreign trade of most countries of the world continues to develop actively, stimulating the development of not only national export-oriented industries, but also sectors of the economy that meet the needs of national consumer markets. To a large extent, this is facilitated by the introduction of modern information technologies (IT) into the activities of customs authorities, which mediate the relationship between the parties to foreign trade transactions of sale and purchase. The purpose of the study is to substantiate the feasibility of digitalizing, the adoption by customs authorities of preliminary decisions (PD) on the classification of goods in the unified Commodity Nomenclature for Foreign Economic Activity of the Eurasian Economic Union (CN VEA EAEU) to ensure, on this basis, the correct definition of the classification code of goods. To achieve the stated goal, using special and general scientific research methods, the results of the activities of the customs authorities of the Russian Federation (RF) in classifying goods in accordance with the unified CN VEA of the EAEU and providing them with a public service (GS) for the adoption of the PR in 2019–2021 were analyzed. Based on the study, the main trends in the introduction of digitalization into the activities of the customs authorities of the Russian Federation and participants in foreign trade activities (PFTA) in this area were identified, which made it possible to evaluate the results and justify the need and feasibility of further expanding the scope of application of information customs technologies, as well as increasing the level of their demand among PFTA.

Keywords: classification of goods for customs purposes, preliminary decisions on the classification of goods, information customs technologies, digitalization of the adoption of preliminary decisions on the classification of goods according to the unified Commodity Nomenclature of Foreign Economic Activity.

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Methodology for determining the cost of an artist's personal brand in the section of the world art market. P. 94-103.

Abstract. The scientific article presents methodological approaches to determining the value of an artist's personal brand, taking into account the demands of the global art market. The relevance of the study is due to the fact that the stage of development of the world economy is defined by the term "experience economy", in which the leading role is assigned to the use of innovative technologies and tools, personalization of the communication message, as well as the initiative on the part of consumers, not manufacturers in the process of updating consumer values. The purpose of the study is to develop a methodology for determining the value of an artist's personal brand, taking into account the demands of the global art market. The paper considers theoretical aspects in the field of personal branding, defines the author's approach to the interpretation of the concept of "personal brand"; an analysis of the modern world and Russian art markets was carried out in the context of studying the main participants; recommendations are given and methodological foundations for assessing the value of an artist's personal brand in managing its promotion in the global art market are developed. In the process of research, methods of empirical and theoretical scientific knowledge were used, including: graphical method, comparison, statistical and marketing analysis, structural-functional method, business modeling, induction, classification, economic modeling, description, generalization, formalization, as well as methods determining the value of a personal brand.

Keywords: art market; personal brand; personal brand; artist brand; the economy of impressions; marketing promotion.

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Modernization of industrial development institutions in conditions of technological sovereignty. P. 104-114.

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Abstract. The study is aimed at identifying the features of the functioning of development institutions in the conditions of a technological university, the main directions and measures for their improvement. In order to assess the functioning of development institutions, to study

innovative directions for the development of industries, modern scientific approaches were applied, in particular, descriptions, structural-functional and system analysis, studies of cause-and-effect relationships, which formed the methodological basis of the study. When studying the issues of innovative development of economic systems, determining the essence and role of development institutions, implementing state policy in the field of strengthening technological sovereignty, the scientific works of domestic and foreign scientists were analyzed, which served as the theoretical basis for the study. To achieve this goal, theoretical approaches to determining the essence and role of development institutions are analyzed; identified key areas for modernizing the activities of industrial development institutions in the context of strengthening technological sovereignty; a model for the implementation of the industrial modernization program was proposed; measures for the modernization of industrial development institutions have been identified, which are being implemented in the field of state policy, the legal framework, increasing competitiveness, developing management and monitoring tools. It is concluded that an integrated approach to the modernization of industrial development institutions focuses on promoting competitiveness and differentiation of manufacturing sectors, along with improving the regulatory framework and business environment, as well as strengthening the institutional capacity of the innovation infrastructure.

Keywords: development institutions, technological sovereignty, mesoeconomic systems, innovation activity, innovation policy, management structures.

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Development strategy of economic entities based on an ERP system. P. 115-125.

Abstract. In a changing environment, one of the most important and at the same time difficult management tasks in doing business is the solution of strategic issues. The achievement of high results depends on a properly drawn up strategic plan and the absence of mistakes when choosing a strategy for the development of an economic entity. The purpose of the study is to study issues related to the development of the strategy of economic entities and offer practical recommendations for optimizing the digital transformation of business processes of a modern enterprise through the use of ERP systems. Research methods: the validity and reliability of the research results are based on the use of general scientific methods (dialectics, analysis, synthesis, consistency, complexity). The development of the strategy of economic entities consists in the analysis, preparation and implementation of a set of measures aimed at various kinds of business changes, both inside and outside the organization. In the new realities, economic entities in many semantic aspects require the need to automate strategic management and the ability to quickly adapt to these changes. The article examines the role of ERP-information systems widely used by economic entities at present. The existing definitions of the ERP-system are given, both in terms of the functions performed by it and its significance in the implementation of the organization's strategy. The hypothesis of optimization of business processes of economic entities for planning, control of sales management and effective allocation of resources is formulated. The purpose of ERP-systems in business entities is indicated. The directions of the positive impact of the introduction of the information system on the activities of the organization are outlined. The dynamics of the Russian market of ERP systems is considered, its main subjects are designated. The main trends in the development of the domestic market of ERP systems are shown. The article

lists the tasks of implementing ERP systems for managing business entities, demonstrates the architecture of the configuration "1C:ERP Enterprise Management". When developing a strategy for the development of an economic entity, the authors identified the main features and determined the levels of planning at the enterprise, as well as the corresponding functionality of the 1C: ERP software product. Enterprise Management".

Keywords: software, software solution, strategy, ERP-systems, implementation of ERP-systems.

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Analysis of the results of using the policy of import substitution in the industry. P. 126-139.

Abstract. The purpose of the article is to study and analyze the current state of the Russian industry in the context of the implementation of the import substitution policy on the example of the Belgorod region, taking into account the economic and political situation. The paper considers a scientific and practical approach to the implementation of the import substitution policy, which has a direct impact on the competitiveness of industrial enterprises. The author reflects the positive and negative experience of implementing the import substitution policy, based on the study and analysis of practical experience in the application of import substitution by other countries at different times and for various reasons. An "ideal scheme" for the implementation of the import substitution policy at industrial enterprises from the point of view of the state is proposed. The experience of adaptation of manufacturing enterprises of the Belgorod region under the FIR is analyzed. The commodity structure of imports of the Russian Federation is reflected, as well as the change in the import of the Russian Federation for the main goods, taking into account the implementation of the import substitution policy (before and after). One of the priority sectors for the development of import substitution has been identified and the experience of adapting to the conditions for implementing the import substitution policy of confectionery enterprises has been analyzed, as a result of which the problems of the development of the confectionery industry have been identified and, as a result, possible solutions to some problems of the Russian confectionery market in the implementation of the import substitution policy have been proposed.

Keywords: implementation of the import substitution policy, competitiveness of an industrial enterprise, industrial development fund, priority sectors of import substitution.

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Integral model of transformation of business processes of an enterprise of the defense and industrial complex. P. 140-149.

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 No. NSh-1886.2022.2

Abstract. Today, the priority imperative for the development of the Russian economy is to ensure technological sovereignty, the key role is assigned to the military-industrial complex, however, the development of which is hindered by a number of problems that require effective solutions. One of the main objects of improvement is the business processes of industry enterprises. The purpose of the study is to develop a formalized systematic approach to organizing

the process of transforming the business model of an enterprise in the military-industrial complex. Such research methods as an analytical review of scientific approaches to the problem under study, the method of formalization, structural-functional modeling, and the method of mathematical modeling have been implemented. Results of the study: a canonical model of transformation of the business model of an enterprise of the military-industrial complex was built, where an imperfect business model is presented as an input, an adapted flexible business model is presented as an output, a transformation itself is a process that combines a sequence of stages (adjustment of the development strategy enterprises, business models, business architectures, business process reengineering), and the external environment is a set of key industry development trends, including digitalization, the introduction of the best available technologies, etc.; the canonical model is complemented by a mathematical one, which together represents an integral approach to the formation of an adapted flexible business model for a military-industrial complex enterprise. The conclusions come down to lost profits due to the current irrational business model of the enterprise, but which can be minimized through the proposed organizational changes. The results of the study can be useful in the context of improving the development strategy of the enterprise, the formation of a new business model, guidelines for the organization of business processes of the enterprise.

Keywords: military-industrial complex, business processes, transformation, canonical model, synthetic approach.

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Implementation of an approach to knowledge of the economic systems development theories evolution. P. 150-158.

Abstract. One of the basic postulates of modern economic science is the recognition of the evolutionary nature of theoretical knowledge that gives an understanding of the nature, mechanisms, tools and other components of the development of economic systems. The purpose of this study is to systematize theories of the development of economic systems according to the key determinants that characterize the distribution of theories in the subject areas of economic knowledge, formed in an evolutionary retrospective. The methodological basis for the study was the general philosophical foundations of scientific knowledge, evolutionary and deterministic approaches to the study of the phenomenon under study - the sustainable development of the economic system. The study was carried out using the methods of studying encyclopedic and other literary sources, identifying key determinants in the subject areas of economic knowledge, generalizing theories of the development of economic systems according to the identified determinants, and meaningful analysis of the key provisions of the theories. The paper provides a justification for the acceptability of a deterministic approach to understanding the evolution of theories of development of economic systems. The key determinants that characterize the development of economic systems in the subject areas of economic knowledge are identified: the evolutionary nature of social formations, the cyclical nature of the development of economic systems, the dominant factors of economic growth; centering the development of economic systems. The distribution of theories is carried out and their main essential provisions are stated.

Keywords: economic systems, theories of development of economic systems, evolution of theories, deterministic approach to cognition.

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Approaches to the ESG concept efficiency assessment. P. 159-168.

Abstract. International ESG principles are gaining more and more popularity among Russian companies. However, the ESG concept itself is just beginning to fully develop in the Russian economic environment. This article discusses the main approaches to the ESG-assessment on the general example of Russian companies, based on the rating score; the standards of the ESG concept are given, which allow companies to make decisions about the directions for implementing the ESG concept. The purpose of this article is to study and analyze approaches to evaluating the effectiveness of the ESG concept. The methodological basis of the study is qualitative methods, methods of comparative analysis, synthesis, generalization, the method of analogies and cause-and-effect relationships. Analytical reviews and reports of the Higher School of Economics, PWC, the National Center for Public-Private Partnerships, the National Rating Agency, etc. served as research methods. As a result of the study, the following conclusions were made: there are a large number of different rating estimates, as well as rating agencies who conduct ESG assessments for companies that adhere to the goals of sustainable development; the ratings of the ESG concept were identified, their comparative analysis was carried out, the key formulas and indicators included in each of the considered components (E, S, G) were identified.

Keywords: ESG concept, ESG principles, performance assessment, social policy, ESG rating, ESG assessment.

Economy of Labor and Labor Relations

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Realities of the labor market: current factors and development problems. P. 169-178.

Abstract. The purpose of this study was to form a systematic presentation of the current factors affecting the domestic labor market, including risk factors that increase its turbulence, as well as to generalize the problems that impede the development of the labor market in modern political and socio-economic realities. The research methodology was based on the market laws of supply and demand, the principles of systematic and deterministic approaches, general scientific principles for conducting research, including the principle of a causal relationship of socio-economic phenomena and processes characteristic of the development of the labor market. The paper implements methods of classification (in relation to factors affecting the labor market), complex analysis, identification of cause-and-effect relationships between the patterns of development of society and the labor market, building logical conclusions, visualizing research results, formulating generalizing conclusions. The actual factors influencing the labor market conjuncture in modern realities are identified and systematized, according to the criterion of the nature of origin: political, economic, social. Identified and disclosed risk factors for the main types of discriminatory manifestations (age, "seniority", professional), which increase the turbulence of the labor market. The characteristic of the mechanism of action of risk factors is given. The key problems hindering the development of the labor market in a positive direction are summarized.

Keywords: labor market, market conjuncture factors, market turbulence risk factors, market development problems.

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Identification of the features of professional burnout of staff in the organization and substantiation of the system of activities during the period of rapid adaptation to new conditions. P. 179-189

Abstract. Realizing the organization's strategic goals in real time requires the full commitment of employees in the workplace. As a goal, we determined the identification of the features of professional burnout of personnel during the period of rapid adaptation to new conditions. In the process of studying the problems, the authors used such methods as: analysis and synthesis, induction and deduction, graphical interpretation of empirical and factual information, the method of system analysis, the method of comparison. The article discusses the features of professional burnout of personnel, the prerequisites for its occurrence are given. The factors influencing professional burnout and characteristic features for its determination are identified. The main methods for assessing professional burnout were systematized. The main approaches to the study of professional burnout are investigated. The types of personalities are determined, taking into account their specifics, which are most prone to professional burnout. The article determines that in order to prevent burnout, areas of activity have been identified for a comprehensive solution to the problem of professional burnout, involving the development of a motivating environment in which attitude towards one's health becomes a criterion for assessing professional activity, creating a monitoring system (including the implementation of an algorithm for prevention and correction), the results of which can be used at the individual, professional group, managerial levels, creating a set of conditions conducive to the formation of motivation for maintaining professional health and culture of the employee, providing conditions for the successful adaptation of young professionals. Coping strategies are presented that can be used by employees to adapt and mitigate the impact of professional burnout factors.

Keywords: professional burnout, coping strategies, dehumanization, depersonalization.

Marketing, Commerce and Logistics

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Modern tools of marketing research and its application in the banking sector. P. 190-203

Abstract. This article discusses the tools for evaluating marketing activities in relation to a systemically important credit institution that operates in a highly concentrated consumer lending market. An analysis of the scientific literature showed that the issues of evaluating the marketing activities of large banking structures, building long-term relationships with consumers of financial and lifestyle services, and choosing indicators for evaluating the effectiveness of marketing activities remain insufficiently studied. The purpose of the work was to update the theoretical and practical aspects of evaluating the effectiveness of marketing activities in relation to systemically important credit institutions. The article summarizes well-developed approaches to evaluating the effectiveness of marketing activities and marketing decisions, as well as modern marketing metrics. The research object was the large innovative online ecosystem Tinkoff. According to the results of the study, it was found that marketing tools should be adapted to the peculiarities of the functioning of the modern banking system, the main players of which have gone beyond the provision of only financial services to customers and represent online ecosystems. In this regard, it is relevant to study the dynamics of the number of general and active users, MAU and DAU user groups, compiling and understanding a client portrait, and owning effective market positioning technologies. The results of the analysis indicate the strong competitive position of the Tinkoff ecosystem in terms of confronting large players and retaining customers by providing them with a wide range of innovative technical solutions. With the help of SMART technology, it was found that Tinkoff Bank JSC needs to focus its efforts on increasing its presence in fintech projects.

Keywords: marketing activity, efficiency, criteria and indicators for evaluating the effectiveness of marketing activity, banking sector, marketing research tools, marketing metrics.

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Targeted use of HR-marketing in the system of strategic personnel management of a modern organization. P. 204-216.

Abstract. As the purpose of the study, we have formulated the definition of the content format of HR marketing, which acts as one of the main elements in the system of strategic personnel management. The theoretical and methodological basis of the work are the works of domestic and foreign authors devoted to the issues of HR marketing and its connection with the strategic management of the personnel of a modern organization. In the process of research, such methods were used as: analysis of literature sources, logical analysis and synthesis, comparison, generalization, methods of grouping, systematization, and others. The article reveals the significant role of HR marketing in the system of strategic personnel management of a modern organization. The main approaches to the essential content of personnel marketing are presented. The strategic goal of HR marketing is defined. The main tasks common to HR and marketing are systematized, the range of which is significantly expanding. The functional responsibilities of an HR specialist and an HR marketer are formulated. External and internal factors that have a certain impact on HR marketing are shown. The importance of informational and communicative functions of HR-marketing is noted. The need to create an HR marketing department in large business organizations is noted. The main channels used by the HR marketer are presented. The article defines the advantages of HR analytics as one of the rapidly developing areas of HR marketing.

Keywords: HR marketing, HR brand, HR systems, HR marketer, HR analytics tools, HR Zero concept, HR marketing digital technologies, employer brand.

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Consumer behavior as a factor of determining the strategy for introducing innovations in the russian chain retail. P. 217-227.

Abstract. The aim of the work was to study the change in consumer behavior as a factor in determining the strategy for introducing innovations in online retail trade. The study is based on general scientific methods and techniques of a comparative and systematic approach to the study of innovations aimed at the efficiency of business processes, as well as methods of economic analysis that allow analogies, rankings, comparisons and generalizations. The authors studied the features, dynamics and directions of chain retail, which determine its importance in the structure of the Russian retail market, and also highlighted the preferences and behavioral factors of food buyers, which had a significant impact on the state of chain retail and determined its readiness to implement a strategy for introducing technological innovations, aimed at optimizing business processes in accordance with consumer requirements. Based on the analysis of the development dynamics of leading trading companies, it is confirmed that changes in consumer preferences associated with cost rationalization, time saving, purchase security, etc. have become a significant factor and determined the directions for introducing technological innovations in retail chains. The application of innovations related to the optimization of trade, technological and business processes is aimed at retaining existing and attracting new customers in a highly competitive environment among trade enterprises.

Keywords: retail trade, network retail, consumer behavior, stores, innovations, business processes, food products.

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Marketing analysis as a primary functional area of marketing activity. P. 228-238.

Abstract. This article summarizes the tools for conducting marketing analysis, as well as testing it in the domestic banking sector, which made it possible to form the composition of industry-wide strengths and weaknesses, opportunities and threats for the development of the domestic banking sector. The purpose of the work was to update the marketing analysis tools. Among the tools used for marketing analysis of the banking sector, the authors turned to SWOT, STEP (or PEST), SNW analysis, M. Porter's "five forces of industry competition" model, BCG and McKinsey models, stakeholder matrix map, Sherrington's 5W methodology. The article substantiates that marketing activity consists of a number of functional areas, among which marketing analysis is primary. Based on the results of the marketing analysis, strengths and weaknesses were identified, opportunities and threats for the development of the banking sector

were identified. Strengths are manifested in the presence of a flexible business structure, highly liquid and diversified assets, digital transformation, and a high level of management. Weaknesses are associated with the presence of a certain degree of distrust of potential customers in banking structures, a high number of personnel, low quality of service and insufficient diversification of products and services in the regional context. The obtained results of the analysis indicate the need to adjust the strategic directions for the development of the domestic banking sector, taking into account modern realities.

Keywords: marketing activity, marketing analysis, marketing tools, banking.

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Transformation of the hotel and tourism business in the conditions of the new economic reality. P. 239-251.

Abstract. New economic reality has prompted hotel and tourism business entrepreneurs to make difficult decisions to optimize existing business models, search for new business development vectors that contribute to sustainability and competitiveness in the market. The purpose of the study is to analyze the situation that has developed in the market of hotel and tourist services and determine the directions of its development in the new economic reality. To develop recommendations for the development of the market of hotel and tourism services, as well as to determine the strategic vectors for the development of the subjects of the hotel and tourism business, the authors monitored the state of development of the tourism and hospitality sector in the Russian Federation. The results of the study allowed the authors to systematize the information, formulate conclusions and identify new vectors for the development of the hotel and tourism business in the new economic reality: development of state business support measures; development of domestic tourism, new travel trends and improvement of infrastructure; development of omnichannel communication using new digital solutions and technologies. The authors believe that the use by the subjects of the hotel and tourism business of current trends in economic activity affects the improvement of the quality of service, the increase in competitiveness, the image and reputation of the subject, makes them more attractive and unique for consumers.

Keywords: business, service, tourism, hospitality, domestic tourism, sustainability, competitiveness.

Cooperation and Entrepreneurship

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Share and membership relations – the basis of effective interaction of the consumer society with shareholders. P. 252-262.

Abstract. The purpose of the article is to show the possibility of the revival and development of consumer cooperation through the improvement of share and membership relations. The authors propose a mechanism for turning shareholders into effective owners, consumer societies into effective subjects of the regional economy, and Russian consumer cooperation into a full-fledged, full-fledged sector of the economy, on a par with the recognized public and private ones. The research methodology is based on the recognition of the dual nature of cooperation, which is a specific feature characteristic of the cooperative sector of the economy. The study used the methods of reviewing literature sources, identifying cause-and-effect relationships, induction, deduction, analysis and synthesis. The study characterizes the state of share and membership relations, identifies the reasons that hinder the increase in the number of shareholders, determines the initial level of building relationships between the consumer society and shareholders - enterprises of industries and activities, provides an organizational and economic mechanism for attracting shareholders to economic participation in the activities of the cooperative, indicators of the effect and the effectiveness of share and membership relations, the definition of the concept of "effective shareholder", which will allow organizing their effective interaction on the basis of share and membership relations and, ultimately, will ensure an increase in the demand for consumer cooperation among the population served.

Keywords: consumer society, share relations, membership relations, effective shareholder, effective cooperative.