

Economics and Management in Branches and Spheres of Activity

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Methodological problems of innovative organization intellectual capital management.

P. 9-18.

Abstract. The key determinant of the effective functioning of organizations in the context of the ongoing reformatting of the economic system is intellectual capital. The implementation of structural reforms in the economy is focused on the priority development of its high-tech and knowledge-intensive industries, the basic condition of which is the effective management of the intellectual capital of innovative organizations. The purpose of this study is to identify and methodologically substantiate the existing problems of managing the intellectual capital of an innovative organization that require scientific development to improve the effectiveness of managerial impact on the personnel involved in the organization's innovative activities. The methodological basis of the study was formed on the system of general scientific knowledge, the provisions of the theories of management, innovation, human capital, the principle of a causal relationship between socio-economic processes and phenomena. The study was based on the methods of literature review, scientific debate, content and structural analysis, logical conclusions, evidence-based argumentation of conclusions. Based on the results of the study, a set of existing problems of managing the intellectual capital of an innovative organization was identified and methodologically substantiated, in particular: the alternative representation of the structure of intellectual capital, the inclusion in it of components that are not subject to direct managerial influence; blurring of the subject boundaries of intellectual capital management; the illogicality of establishing a causal relationship between the varieties of capital that form intellectual capital; complexity of formalization of intellectual capital meters; lack of formation of methodological tools for assessing the results of intellectual capital management.

Keywords: intellectual capital management, innovative organization, methodological problems of management.

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Improving the activities of educational institutions based on the introduction of business process reengineering. P. 19-28.

Abstract. The purpose of the study is to develop a theoretical and methodological base for improving the organization of the educational process of educational institutions based on the introduction of reengineering. Within the framework of the essential interpretation of reengineering, a comparative assessment of the points of view of various authors was carried out, a comparative analysis of the concepts of reforming, restructuring, reengineering was carried out, and a classification of types of reengineering was proposed. Within the framework of the study, the expediency of applying and revealing the essence and methodological foundations of reengineering as a method of a process approach to managing an organization, including commercial organizations, including higher educational institutions, is substantiated. Within the

framework of the methodological provisions of reengineering, an approach is substantiated to consider the organization of the educational process of a higher educational institution as an ordered set of business processes aimed at improving the efficiency of educational activities. A conceptual model has been developed for introducing business process reengineering into the activities of the university, aimed at achieving a new level of quality in the organization of the educational process, which makes it possible to increase the efficiency of educational institutions. The expediency of carrying out reengineering of business processes, which is of a soft nature, rather than systemic reengineering, is substantiated, due to the specifics of educational institutions, the peculiarity of services in the field of higher education, which are of a long-term nature of their provision, and the results of a structural and system analysis of the organization of the educational process.

Keywords: reengineering, business processes, educational institutions, organization of the educational process.

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Theoretical approaches to improving the selection of objects of customs control after release of goods. P. 29-38.

Abstract. Actualization of the implementation of control and supervision measures in the field of customs activity predetermined the need to increase the validity of the choice of objects of customs control in order to achieve its effectiveness on the basis of a reduction in customs costs and an increase in customs payments transferred by business entities to state revenue in the course of foreign trade activities. This circumstance determined the purpose of the study, which provides for the assessment of the methodological approach and methods used to determine the controlled objects. To achieve this goal, general scientific methods of theoretical research, methods of logical analysis, interpretation, comparison, generalization, economic and mathematical analysis were used. As a result of the study, problematic aspects of the application of methodological approaches to the use of digital tools and elements of artificial intelligence for the selection of controlled objects were identified, which include the use by customs structures of insufficiently complete information provided by the RMS, an uncontrolled change in the number and structure of participants in foreign economic activity based on their differentiation into subjects of low, high and medium risk levels, the uncertainty of information about the activities of business structures engaged in foreign trade activities. The development of quantitative and qualitative criteria for their selection through the goods tracking system, the improvement of institutional approaches to product labeling, as well as the improvement of software and information “tools”, the achievement of automation of the selection of objects to be controlled, the unification of functions / processes will contribute to increasing the validity of methodological approaches to the selection of control objects. when choosing and conducting control, reducing the use of the number of forms of control with a parallel increase in the level of their effectiveness, improving the quality of the functioning of the system complex for preventing violations during customs processes.

Keywords: customs control, digitalization, artificial intelligence, customs check, customs authorities, criteria for selecting objects of control.

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Applying data mining tools to improve retail organizations' operations. P. 39-47.

Abstract. In today's business world, information management, data management and business intelligence have become essential to the success of companies. A well-organized analytical process allows you to create competitive advantages in any sector of the economy. The author substantiates the relevance, which consists in a significant increase in the amount of data that companies face, as well as the complexity of their processing. The article discusses modern tools for data analysis in retail, explores the types of analytics: descriptive, diagnostic, predictive and prescriptive. Particular attention is paid to the comparison of computer programs such as Microsoft Excel, Tableau, Python, R, SAS and others. The use of data mining is substantiated, depending on the internal state of the enterprise, the scale of its activities. The main spheres of influence of data analysis on various structures and departments of organizations are determined. It also provides an overview of the key business benefits that analytics can help shape. The introduction of new analysis tools is associated with certain difficulties, therefore, the article reveals options for adapting to the existing conditions of enterprises - the development of internal analytics, outsourcing, and others. The paper also gives a brief description of the role of neural networks in data analytics for retail.

Keywords: data mining, data analysis tools, big data, data analysis in retail, retail, retail analytics, types of analytics.

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Improvement of methodological approaches to the assessment of the hotel services regional market development. P. 48-61.

Abstract. The purpose of the article is to develop a methodology for a comprehensive assessment of the development of the regional market of hotel services for the analytical substantiation of managerial decisions to increase the provision of hotel services, the demand for and development of the infrastructure of accommodation facilities. The article reviews the existing methodological approaches to the analysis, assessment of the state and development of the hotel services market in the regions, based on the results of which the directions for their improvement are proposed. The methodology complements the existing analytical tools and relies on publicly available data from official statistical observation. The novelty of the methodology lies in the adaptation of the theory of problem structuring, the theory of potentials, the methodology of system analysis by N.V. Shalanova to a new subject of research: a comprehensive assessment of the development of the hotel services market in the region. The purpose, tasks and stages (algorithm) of the methodology are formulated. Two blocks of indicators (coefficients) are recommended: indicators of infrastructure saturation and provision of tourist flows with hotel services, indicators of demand for hotel services. The achieved average Russian values are recommended as the target values of the indicators. The methodology was tested on the materials of the Novosibirsk region, an assessment was made of the achieved level of development of hotel services in the region, an attempt was made to determine the impact of indicators-factors on the demand side and indicators-factors on the supply side on the regional market of the hotel industry, which made it possible to identify problems and identify directions for the development of the hotel market. services and collective accommodation sector in the region.

Keywords: tourism, hotel services market, region, comprehensive assessment, collective accommodation facilities.

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Theoretical and methodological aspects of strategic technological development of an oil service company in the digital environment. P. 62-72.

Abstract. The required technological level of development of oilfield services companies can be achieved through the development and implementation by Russian companies of new technological strategies that will take into account the effectiveness of the technologies used, as well as contribute to the development of the company's innovative and technological potential. The purpose of this study is to systematize and develop the theoretical and methodological base for the development of a technological strategy for an oilfield service company in the context of digitalization. General scientific methods, modeling method, matrix, expert-analytical methods were used as research methods in the article. Analysis and generalization of the existing theoretical developments on the issues of technological development strategizing made it possible to clarify the essence of the technological strategy of an oilfield service company, as well as its place and role in the company's management system. An algorithm for selecting the technological strategy of an oilfield service company in a digital environment has been developed, which allows you to determine technological strategic priorities and choose a technological strategy that best meets the goals of an oilfield service company. A matrix for choosing a technological strategy based on the innovative and technical potential and the attractiveness of the industry is proposed. It allows not only to choose a technological strategy and consider options for further development of the company in accordance with the chosen strategy, but also to predict its dynamics by developing strategic development trajectories. The theoretical and methodological developments presented in the article can be used by oilfield service companies in substantiating their technological development strategies in the digital environment.

Keywords: strategizing, technology strategy, oilfield service company, digital environment, digitalization, algorithm, matrix modeling, innovation and technological potential.

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Target vision of project activities in the sphere of education. P. 73-84.

Abstract. Project activity as an integrity of actions focused on a comprehensive solution of the tasks assigned to the project, taking into account the limitation of their implementation in terms of time, quality, results and other requirements, is currently proving the effectiveness of application in many areas of activity. Today's conditions of the rapid obsolescence of knowledge associated with the informatization of society are changing the role of the teacher from the bearer of subject knowledge to the organizer of cognitive activity, the priority of which is the search and creative nature of implementation. The purpose of writing the article is to substantiate the formation of a holistic worldview among students about project activities as a result of the integration of knowledge, skills and practical experience gained in the implementation of their projects. The methodological support of the study consisted of cognitive methods, collection, processing and interpretation of information obtained from available sources, as well as a graphical display of the results. The article reflects the legal framework governing project activities, analyzes the stages of development of project activities in the field of education in the Belgorod

region, identifies the principles, advantages and disadvantages of project activities. The authors have developed a model of interaction between a teacher and students at different stages of project work, focused on the development of independent cognitive activity of students, which emphasizes the transformation of the teacher's role. As a result, these changes provide for a shift in the vector of educational work towards activities of a research, search and creative nature.

Keywords: project, project activity, principles of project activity, education, project-based learning.

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Reengineering of business processes of production documents formation to create unified digital contour of an enterprise. P. 85-94.

Abstract. Application of the production plan in the conditions of existing industrial enterprises gives the maximum effect in cases where direct accounting is performed at workplaces in workshops, which allows real-time production data to be reflected directly from production personnel. With the introduction of reengineering of the processes of generating production documents at a manufacturing enterprise, the principle of the continuity of the warehouse and production sections of the workshop has been established. As a result, the materials available in the warehouse and their movement through the workshop during the day are taken into account, which ensures the formation at any time of summary information on the activities of the workshop and warehouse for the reporting period. The use of the proposed business process for automated data exchange and the formation of production documents allows you to comprehensively manage the work of production shops. The timeliness of the reflection of the facts of economic activity assumes that the business transaction is registered when it occurred or as soon as information about the transaction was received. The purpose of the study is to use innovative technologies and services to implement the information process of data exchange between two configuration databases 1C - 1C: ERP, installed in administrative, financial and commercial divisions, and 1C: OUP, installed in the workshop. In general, the study was based on the application of methods of business process reengineering, system analysis and synthesis, heuristics and pragmatic solutions. The article presents a tree of functions for the implementation of the exchange between 1C databases, information models of the exchange process between 1C databases and the formation of production documents using the EPC notation. To implement the data exchange, the rules for converting and unloading objects from the source configuration to the receiver configuration were applied. Emphasis is placed on one-way exchange from 1C:OUP to 1C:ERP.

Keywords: business process reengineering, production documents, data conversion, exchange rules between application solutions 1C, 1C:ERP, 1C:OUP.

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Receivables as object of accounting: current status and improvement of management. P. 95-101.

Abstract. The daily conduct of business activities by an economic entity implies the constant implementation of mutual settlement processes by management personnel and employees of the accounting department. On the one hand, the debt is one of the components of the property of an economic entity, necessary for the normal implementation and expansion of its activities, on the other hand, it acts as active financial resources that contribute to the process of reproduction of the organization's activities. From an economic point of view, receivables are part of the asset of the balance sheet and an overestimation of its absolute value indicates the freezing of the funds included in it, and the impossibility of management personnel to dispose of them. This does not allow you to promptly launch funds hung in the form of receivables for business development and the implementation of a profitable commercial project. However, if managers are able to manage receivables, its presence allows you to expand the company's sales market, expand new areas of proposed development and establish new commercial relationships through payment deferrals. Particular attention is paid to the factoring of receivables in the article. The study is based on a systematic approach, which led to the use of general scientific methods (dialectics, deduction and induction, analysis and synthesis).

Keywords: accounts receivable, limitation period, factoring.

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Theoretical foundations of the functioning and assessment of the regional housing market state under modern conditions. P. 102-111.

Abstract. The aim of the work was to develop a theoretical and methodological platform for studying the role and functioning of the regional residential real estate market. The methodological architecture of the study is based on the convergence of spatial-geographical and economic approaches. The research concept is conditioned by the theory of interactionism, triangulation of approaches to generalization of the economic basis of the functioning of the regional residential real estate market. Using the method of retrospection, the genesis of the development of regional residential real estate markets was studied, neural network analysis made it possible to identify the vectors of their spatial expansion, the points of the trajectory of the formation of their conjecture and the state of real estate objects. Methods of logical and system analysis carried out a scientific debate, formed the structure of statements and substantiated the conclusions. A systematic approach is applied to generalize and integrate the estimated indicators of the state and development of the real estate market in the region. A map of the roles of the regional residential real estate market for the economy of the territory, which determine its unique functions in the socio-economic system, is presented. The essential and essential elements of the economic basis for the functioning of the regional residential real estate market are revealed. The objectivity of the goals of functioning and development of the regional residential real estate market in the context of the territorial socio-economic system is substantiated. A set of criteria for classifying regional residential real estate markets has been formed. An array of indicators for assessing the state of the regional residential real estate market has been systematized.

Keywords: residential real estate market, regional real estate market, housing market, territorial housing market.

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Current state of domestic tourism in RF: regional aspect. P. 112-125.

Abstract. Within the framework of this scientific article, the disclosure of the current situation in the development of domestic tourism in the Russian Federation is carried out. The relevance of this topic in the context of the general economic development of the state is determined. The theoretical essence of domestic tourism is revealed in the context of its social and economic role in the development of the state economy. Key indicators are analyzed in the field

of the current level of development of domestic tourism in the Russian Federation for the period from 2019 to 2021 inclusive. The dynamics of domestic tourists is assessed in comparison with outbound tourism for the period from 2019 to 2021. The change in the number of tourist packages sold to the population for the period from 2019 to 2021 is analyzed. An assessment is made of the total cost of sold travel packages for the period from 2019 to 2021. An analysis was made of the average cost of a tourist package within the framework of domestic tourism for the period from 2019 to 2021. An analysis is being made of the current structure of domestic tourists in four key areas of domestic tourism in the Russian Federation. Final conclusions are formed regarding the current state of development of domestic tourism in the Russian Federation within the framework of the regional distribution of tourism preferences and sources of tourism resources. The key goal of this research article is to systematize the features of the development of domestic tourism in the Russian Federation (including at the regional level) in the period 2019–2021. Within the framework of this scientific article, such research methods as synthesis, observation, comparative analysis, statistical analysis were used.

Keywords: tourism, domestic tourism, coronavirus pandemic, development of domestic tourism.

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Forming a methodological platform for clustering economic systems: models and approaches. P. 126-137.

Abstract. According to the general scientific principles of research, the knowledge of the problem under study requires the development of its methodological aspects, which make it possible to translate theoretical knowledge into the plane of its practical application. The relative novelty of the clustering of economic systems for domestic theory and practice determines the multiplicity and content diversity of researchers' points of view, substantiating models, approaches, principles, and methods of clustering. The purpose of this study was to form a methodological basis for the clustering of economic systems, represented by alternative versions of transnational models and approaches to its implementation, corresponding to the goal-setting function in ensuring the sustainability of systems development. The methodological platform of the research is formed on the basis of models developed in the cluster theory and tested in the transnational practice of clustering economic systems. The paper uses the provisions of a set of approaches to clustering, implements the methods of literature review, meaningful analysis, logical conclusions, goal setting and goal achievement, benchmarking in relation to the clustering of economic systems based on the criterion of ensuring the sustainability of their development. The content features of the North American, Asian (Japanese and Indian), Russian clustering models are revealed with the definition of "limiters" characteristic of the Russian model, as well as highlighting the dominant principle of building economic clusters and the dominant institutional initiators of this process. The composition of approaches to the clusterization of economic systems (subjective, sectoral, innovative, social, agglomeration) has been formed and their main provisions have been characterized in the context of the task of achieving sustainable development of systems.

Keywords: economic system, sustainability of system development, clustering, economic clusters, cluster building.

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Prospects for the development of the chemical industry of the Republic of Tajikistan based on international experience. P. 138-150.

Abstract. The purpose of the study is to determine the place of the chemical industry in the development of sectors of the national economy of the Republic of Tajikistan and to identify the factors of its development based on the study of international experience. 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 the chemical industry in accelerating the industrialization of the national economy of the republic is shown. It is argued that the chemical industry plays a key role in generating innovation, stimulating economic growth, and creating a raw material base for industrial sectors. It was noted that due to the development of the chemical industry, the scientific and technical level in the country is increasing, R&D is being stimulated. It is shown that the chemical industry, along with such industries as mechanical engineering and energy, plays an important role in scientific and technological progress. Statistical data of the European Chemical Industry Council on the role of the chemical industry in Europe in creating jobs, generating income in Europe and the USA are presented. The article examines the factors of development of the chemical industry in the USA, Germany, China. Statistical data are given that testify to the dominant role of chemical enterprises in China, the USA and Germany in the world market. The competitive advantages of the chemical industry of the Republic of Tajikistan are revealed. Based on the study of international experience, directions for the development of the chemical industry are shown.

Keywords: chemical industry, chemical industry industrialization, chemical production efficiency, energy efficiency, R&D, European Chemical Industry Council.

Economy of Labor and Labor Relations

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Labor resources in the system of innovative development of the economy (the Sughd region of the Republic of Tajikistan as a case study). P. 151-163.

Abstract. In the context of the implementation of market reforms in the Republic of Tajikistan, a special role is assigned to labor resources capable of taking an active part in the socio-economic development of society, ensuring the sustainable development of the country's economy in the conditions of the formation of an innovative economy. The purpose of this study is to determine the importance of vocational education in the formation of labor resources to ensure the socio-economic development of the region in the framework of the innovative development of the economy. In this regard, the article analyzes the state of labor resources in the Sughd region of the Republic of Tajikistan based on the population, labor resources, the ratio of supply and demand for labor, training in the system of higher and secondary specialized education, etc. The study made it possible to identify trends in the dynamics of labor resources as an active part of the population, the structure of those employed in the economy by form of ownership and by industry. It is noted that the problem of employment in the republic is one of the key ones in the social policy of the state. The main directions of realization of employment, factors influencing the level of balance of the labor market are considered. Particular attention is paid to the assessment of the system of vocational education, training of personnel, taking into account the modern requirements of the innovative economy.

Keywords: labor resources, labor force, intellectual labor, labor resources management, management methods.

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Social partnership as a factor of the region's human resource potential development. P. 164-174.

Abstract. One of the strategic goals in the economic sphere is to ensure sustainable socio-economic development of the regions. Achieving this goal largely depends on the level of development of the human resources potential of the region. An important tool for coordinating the interests of various groups of the population in modern conditions is the institution of social partnership, which includes the population, public authorities, public associations, and business structures. The purpose of the study is to study the reasons for the stagnation of the human resources potential of the regions and develop recommendations for the use of social partnership in the interests of its development. The reasons for the imbalance of the labor market and the interests of its participants are explained by a number of factors, which include an excess or lack of labor resources in the region, intensification of labor migration processes, differentiation of living standards, etc. At present, the level of coordination of interests of labor market participants, including the state, of the population, public associations, businesses, where human resources potential is being realized, is relatively insufficient to create conditions for the development of human resources. In this regard, to ensure the quantitative and qualitative growth of the human resources potential of the region, the mechanism of social partnership can be used, which will take into account the interests of all participants on the basis of a balanced and coordinated policy.

Keywords: personnel potential, labor resources, selection of the population, interests of the population, business structures, institution of social partnership, social partnership programs.

Marketing, Commerce and Logistics

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Strategic directions for the development of retail trade in the field of marketing promotion based on the use of digital tools. P. 175-187.

Abstract. Trade industry has a high rate of digitalization, while the introduction of digital technologies is carried out in all areas: customer acquisition, trade services, product promotion, marketing research, etc. In this regard, the substantiation of strategic directions for the development of retail in the digital environment is of particular relevance. The purpose of the study is to identify and justify the strategic directions for the development of retail in the field of marketing promotion based on the use of digital tools. When writing a scientific article, systematic and integrated approaches, generalization and comparison of data, classification, general scientific

and economic and statistical methods of data processing, including grouping, comparison, index method, were used. The theoretical and methodological aspects of the study are based on the works of scientists in the field of retail trade, marketing activities of trade organizations, and the use of Internet promotion tools. The information base of the study was data obtained from open sources, data from the Federal State Statistics Service. The results of the study made it possible to identify the main trends in the development of retail trade in the context of the digitalization of the economy, including: the development of online commerce and network commerce, the emergence of non-network forms of commerce, multi-channel, the active use of digital marketing tools and marketing analytics. Digitalization in retail affects the processes associated with both the shopping service for customers when shopping online and offline, and the processes associated with the marketing promotion of products. The following are defined as strategic directions for the development of retail trade in the field of marketing promotion based on the use of digital tools: the use of omnichannel marketing, the use of chat bots, contact marketing, gamification, and geomarketing. The implementation of these strategic directions for the development of retail trade will help achieve the goals of marketing promotion to attract customers, retain them and increase loyalty, and to improve overall performance.

Keywords: strategic direction, retail, marketing promotion, digital tools.

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Use of innovative marketing technologies to provide value-oriented personalization of interactions with customers. P. 188-200.

Abstract. Ensuring value-oriented personalization of customer interactions is based on the use of innovative marketing technologies. During the study, theoretical (theoretical generalization, comparative, retrospective) research methods were used adequately to the research tasks set at one stage or another. In the process of research, the emphasis is placed on the innovative component of the activities of companies and, in particular, innovative marketing, which is one of the directions for ensuring their competitiveness. The authors show that in the new economic reality, innovative marketing updates marketing technologies, moreover, innovative marketing technologies, improving them in accordance with the surrounding realities. It has been revealed how important it is for the full functioning of an organization in the modern world to use innovative technologies in marketing activities, especially for firms seeking value-oriented personalization of interaction with customers. The article presents a systematic view of building a company's customer focus, which refers to the sources of competitive advantage; the trends synthesized by the authors for working with clients are outlined; reviewed the main innovative marketing technologies in the context of value-oriented personalization of customer interactions; emphasis is placed on personalized marketing, which is the main trend of the modern stage.

Keywords: innovative marketing, innovative marketing tools, innovative marketing technologies, customer focus, value-oriented interaction, neuromarketing, social marketing, personalized marketing.

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Public relations (PR) as a significant communicative and managerial activity of an educational organization. P. 201-215.

Abstract. Management of a modern educational institution is a multi-vector, complex process, the effectiveness of which is impossible without a communication component. The management direction in the field of communications is most often associated with the development and implementation of such an activity as public relations. However, in many educational organizations, state, non-state, including the highest level, the importance of systemic PR activities, its managerial function and potential is often underestimated. The purpose of the article is to study the place and role of PR structures of higher education organizations in strategic and tactical management, in the formation of a unified communication and information system, in maintaining the image and reputation of universities. 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 provides an overview of research on the subject of PR activities of universities. The development trends of PR-structures and departments of higher educational institutions from the point of view of the management system, as well as factors that positively and negatively affect the PR-efficiency of an educational institution are identified. The authors formulated the main tasks of the PR activity of an educational institution, an attempt was made to identify criteria that characterize the need to form a systemic PR activity of universities and include it in the overall management system. The authors offer recommendations for improving the efficiency of public relations as an important part of the organization's management.

Keywords: university PR activities, PR communications, university PR tools, university management, state and non-state universities.

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Socially oriented marketing architecture formation. P. 216-223.

Abstract. Modern enterprises, finding themselves in a turbulent socially innovative marketing environment, are forced to change their strategic vision regarding social marketing. The use of a systematic approach allows taking into account the interests of the enterprise and the interests of society in close connection with the requirements of customers and their values and contributes to the formation of the architecture of socially oriented marketing. The purpose of the article is to substantiate the architecture of socially oriented marketing, adapted to the conditions of a socially oriented innovative economy. In the course of the study, methods of marketing, strategic marketing, content analysis, comparison, systematization, a systematic approach and modeling were used. The article proposes the author's definition of socially oriented marketing. The article outlines the structural elements of the architecture of socially oriented marketing: conceptual architecture, system architecture, business architecture, architecture of strategic marketing decisions. The conceptual architecture includes the concept of socially oriented marketing, on the basis of which the corporate marketing strategy of the enterprise is formulated, the imperatives of socially oriented marketing, the stages of social positioning of the enterprise and the foundation of socially oriented marketing. The system architecture of socially oriented marketing is characterized by a system that combines socially responsible marketing, sustainability marketing and innovative marketing. The business architecture is presented as a structure for the presence of a social vector in all marketing processes: marketing research, product policy, pricing, positioning, sales and logistics, and promotion. The Strategic Marketing Decisions Architecture structures responsible marketing, sustainable marketing, and innovative marketing solutions, which together form socially oriented marketing strategies. The implementation of the proposed

architecture of socially oriented marketing by enterprises will lead to additional long-term competitive advantages for the enterprise.

Keywords: socially oriented marketing, conceptual architecture, system architecture, business architecture, architecture of strategic marketing decisions.

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Use of digital marketing instruments in the process of strategic promotion of the company. P. 224-235.

Abstract. This scientific article explores the development of a company promotion strategy using digital marketing tools using the example of a travel agency. In today's business world, where digital technologies play a key role, the effective use of digital marketing is becoming an integral part of the success of enterprises. The article outlines the research methods, as well as the steps and tools required to create and implement a successful digital marketing strategy for a travel agency. The significance and results of using each tool are described, including search engine optimization, content marketing, social networks, various types of paid advertising and email marketing. The results of the study confirm that the effective use of digital marketing tools allows a travel agency to attract new customers and strengthen its position in the market by increasing sales. The article also notes the importance of continuous monitoring and analysis of the results, as well as optimizing the strategy in accordance with the trends and needs of the target audience. The practical significance of this article lies in the generalization of experience for entrepreneurs, marketers and tourism professionals who seek to increase the effectiveness of their marketing efforts and achieve successful promotion of companies using online marketing tools.

Keywords: digital marketing, marketing strategy, strategic planning, company promotion, travel agency, tourism and travel, content marketing, social networks, online advertising, email marketing, analytics, digital promotion tools, traffic increase, customer acquisition, conversion increase, brand strengthening, customer loyalty, strategy optimization.

Cooperation and Entrepreneurship

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Trends in the development of small business entities in the AIC and the results of a sample survey of subjects of small business entities in agriculture of the Belgorod region. P. 236-245.

Abstract. This article presents the results of assessing the contribution of small business entities to the development of the agrarian sector (hereinafter referred to as the SBE) of Russia in general and the Belgorodsk region in particular. The purpose of the work was to assess the role and scope of the activities of the subjects of the SBE agro-industrial complex. The article substantiates that in the system of agricultural production, the development of SBE is a priority direction of state policy due to their high role in ensuring regional food security and sustainable development of rural areas. According to the results of the study, it was revealed that the growth rate of the value of agricultural products produced by the subjects of the MFC of the agro-industrial complex is noticeably lower than the growth rate of the same indicator for agricultural organizations. The reasons for this situation are quite obvious and, first of all, are related to the low capacities of the SBE entities, the high degree of deterioration, the low level of technical equipment of the material and technical base, and the low degree of involvement in the processes

of informatization and digitalization. The obtained results of the analysis indicate the need to apply modern management concepts, which are based on almost complete informatization of the agricultural process. One of such concepts, the need for the introduction of which in the agricultural sector has already been stated by many scientists and specialists, can be lean manufacturing.

Keywords: subjects of small business entities (SBE), agriculture, agro-industrial complex (AIC).

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On the development of youth entrepreneurship in the arctic zone (the territories of the Krasnoyarsk region as a case study). P. 246-256.

Abstract. The purpose of the research is to study the current aspects of the development of youth entrepreneurship in the territories of the Krasnoyarsk Territory, classified as part of the Arctic zone of the Russian Federation. The authors applied general scientific methods (analysis, synthesis, generalization, systematization, formalization); method of sociological research - questionnaire survey; statistical methods for processing, analyzing and presenting the results of the survey. The article gives a description of the state of entrepreneurship in the study area, based on official statistics; the key features are revealed, the problems and tasks of developing entrepreneurship in the Arctic zone of the Krasnoyarsk Territory, due to natural-climatic, economic, socio-demographic and other factors, are identified. Particular attention is paid to the study of the potential of young people living in the regions of the Far North of the region as future entrepreneurs. Of interest are the identified views of the younger generation on entrepreneurship. In particular, 75% of respondents consider entrepreneurship as the main type of their future professional activity, more than 90% consider it necessary to study the basics of entrepreneurship. As a result of the research, the authors identified promising and socially significant areas for the development of youth entrepreneurship and developed recommendations for improving the literacy of schoolchildren and students in the field of entrepreneurship as a necessary basis for ensuring its development, taking into account regional specifics and the unique features of the Arctic.

Keywords: youth entrepreneurship, entrepreneurship development, diversification of the sectoral structure of the economy, small and medium-sized businesses, the Arctic zone of the Krasnoyarsk Territory.