

Economics and Management in Branches and Spheres of Activity

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Ensuring viability of consumer cooperation organizations as a factor in maintaining and increasing competitive advantages. P. 9-20.

Abstract. The purpose of the study is to develop a theoretical and methodological basis for managing the wealth of consumer cooperation organizations in order to maintain and increase their competitive advantages. To solve problems, reengineering uses a number of methods, including tabular, logical abstraction and functional decomposition methods. Within the boundaries of the essential interpretation of the concept under study from the standpoint of evolutionary development, the conceptual provisions of scientific schools reflecting the prerequisites for the emergence and formation of the substantive aspect of the concept of organizational viability are generalized, their gradation is carried out, the characteristics of each period are characterized and its advantages and disadvantages are highlighted. A justification for the mechanism for ensuring economic viability within the framework of the management system of organizations is proposed, which allows making decisions in various areas and areas of management activity aimed at achieving planned changes in terms of the set goals and objectives. A model for complex diagnostics of economic solvency is recommended, represented by areas of system analysis, characterized by elements of solvency and directions of its assessment from the standpoint of parameters for assessing solvency, financial stability, efficiency and business activity; analysis of parameters that determine strategic prospects for ensuring economic viability (financial, investment, production and economic, market, social, environmental, information viability). A strategy for ensuring the viability of consumer cooperation organizations is proposed, which provides for the implementation of various types of activities, structured in accordance with the identified elements of economic viability.

Keywords: strategy, competitive advantages, viability, consumer cooperation, crisis management.

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Profit management organization as a driver for ensuring economic security of economic entities. P. 21-30.

Abstract. The article is devoted to the processes of organizing profit management of business entities in the context of ensuring their economic security. Organization of profit

management is an important driver for ensuring the economic security of an economic entity and allows not only to increase the overall current efficiency of economic activities, but also to ensure the strategic safe development of an economic entity in the future. The article contains a study of the theoretical foundations of organizing profit management of an economic entity. The article substantiates the need to introduce an effective organization of profit management to ensure maximization of the well-being of owners and staff, defines the requirements for the process of organizing profit management in the context of ensuring economic security, and defines the targets and tasks of this process. The article identifies the main factors influencing the profit of an economic entity and determines the methods of managerial influence on the indicators that form its profit. The purpose of the study is to study the theoretical foundations of the organization of profit management of an economic entity as a driver for ensuring its economic security, as well as methods of management influence on the indicators that generate profit. Research methods: generalization, analysis, synthesis, scientific measurement, induction, deduction and others. Results of the study: expansion of the theoretical foundations of the organization of profit management as a driver for ensuring the economic security of an economic entity and the development of methods of managerial influence on indicators that generate profit. It is concluded that an effective organization of profit management should contribute to the growth of economic security of an economic entity.

Keywords: profit, profit management, organization of profit management, economic security, security.

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Internet acquiring tool for e-commerce development. P. 31-36.

Abstract. The dynamic development of e-commerce is leading to key changes in the global economy. In 2021, the number of online shoppers exceeded two billion one hundred and forty million people, which is a quarter of the population of our planet. The most important tool to ensure the effectiveness of e-commerce is secure and fast electronic payments. Initially, acquiring was understood as activity aimed at creating and developing infrastructure for non-cash payments and cash services in retail establishments using payment cards. However, at present, acquiring should be understood more broadly: not only as a payment system, but also as an important and indispensable tool for ensuring the functioning and development of e-commerce. Based on this, the study of current trends and prospects for the use of acquiring in e-commerce is of particular interest, which determines the relevance of the topic. This article discusses the essence of acquiring as a method of making non-cash payments, as well as the concepts used in acquiring, characteristics, main advantages and disadvantages of Internet acquiring. The dynamics of online sales volumes and the forecast for the development of e-commerce until 2024 are presented.

Keywords: acquiring, Internet acquiring, electronic commerce, non-cash payment site, online sales opportunity.

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Diagnostics and assessment of industrial enterprises economic security level in the Belgorod region. P. 37-46.

Abstract. The article is devoted to diagnostic processes and assessment procedures in the field of economic security in the economic activities of industrial enterprises. Diagnostics is an important tool for analytical work to ensure the economic security of industrial enterprises and allows not only to identify threats, but also to develop preventive measures to prevent them. Also, using diagnostic tools, the overall level of economic security can be assessed. The article contains a grouping of factors that influence the level of economic security of an industrial enterprise. The article substantiates the need for diagnostic procedures. a methodology is given for assessing the integral level of ensuring the economic security of an industrial enterprise, based on grouping indicators by safety components. The article tested this methodology on data from JSC Belgorod Cold Storage Plant, an industrial enterprise that produces ice cream and is a leader in this industry. The purpose of the study is to improve the methodological tools for assessing the level of economic security of an industrial enterprise. Research methods: generalization, induction, deduction, synthesis, analysis, scientific measurement and others. Research results: expansion of the theoretical and methodological foundations for diagnosing and assessing the level of ensuring economic security of industrial enterprises. It is concluded that timely diagnostics and assessment of the level of economic security are important components of achieving high performance indicators of industrial enterprises.

Keywords: economic security, assessment of economic security, diagnostics, level of economic security.

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Artificial intelligence technology as a dominant in the retail trade economy digitalization. P. 47-62.

Abstract. The purpose of the article is to systematize the key directions, targets, practices and prospects for introducing artificial intelligence technologies into the activities of retailers in the context of the dominant influence on the digitalization of the retail trade economy. The article discusses the trends in the artificial intelligence market in retail, catalysts for growth and the goals of introducing artificial intelligence technology start-ups into the field of retail services. Attention is paid to the functional area of application of artificial intelligence technologies in the activities of retail trade entities at the present stage. It is substantiated that artificial intelligence technologies are a progressive tool for the development of the retail trade economy, forming business models and customer experience, the widespread implementation of which will form the prerequisites for a new stage of development on a qualitatively different basis. The author paid special attention to the development of artificial intelligence in Russian trade, the level of implementation and goals of using artificial intelligence technologies in comparison with the achieved indicators in general for all types of economic activity. The tasks that are solved in retail trade using artificial intelligence technologies are listed. Examples of the implementation of artificial intelligence technologies in the activities of retail trade entities are given. The directions and prospects for the development of artificial intelligence technologies in the retail economy are outlined.

Keywords: retail trade, economics, digitalization, technology, artificial intelligence.

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**Trends in sustainable development of livestock industries in space-time projection.
P. 63-75.**

Abstract. Improving the spatial organization of production in accordance with the requirements of sustainable development and efficient use of resource potential involves assessing the location and specialization of agricultural sectors. The purpose of the study is to identify trends in the sustainable development of livestock farming and substantiate strategies for the development of dairy cattle breeding in groups of regions with different levels of concentration of production based on determining the “normal” level of concentration. Theoretical and methodological approaches of A. Loesch to the spatial organization of production were used to study the limits of concentration of production of certain types of livestock products in accordance with sustainability criteria. A critical analysis of theoretical and methodological approaches to the study of problems of sustainable development of agriculture and spatial organization of the livestock industry was carried out. The shortcomings of conceptual approaches to the agricultural specialization of regions presented in the Spatial Development Strategy of the Russian Federation for the period until 2025 have been identified. Proposals for the long-term specialization of both regions and macro-regions are substantiated in order to make the best use of natural, climatic and territorial advantages. Based on a compilation of theoretical approaches by A. Loesch, a typology of regions-subjects of the Russian Federation according to the level of concentration of milk production was carried out. The results showed a certain dependence of resource use efficiency indicators on the degree of concentration of milk production, which predetermines the need to substantiate strategies for the development of dairy cattle breeding. The need to improve theoretical, methodological and methodological approaches to the spatial distribution of livestock production in accordance with the criteria of sustainable development has been scientifically substantiated. The calculations carried out in relation to dairy cattle breeding made it possible to identify groups of regions according to the degree of concentration of production, differing in the level of intensity and efficiency of milk production. The concept of a “normal” level of concentration has been introduced, which provides an average level of efficiency in the use of resources. Proposals have been formulated to improve the mechanisms of state support for the dairy industry. Strategies for the development of dairy farming in groups of regions with different levels of production concentration have been substantiated.

Keywords: agro-industrial complex, livestock farming, dairy farming, spatial development, resource potential, production specialization, sustainable development.

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Current issues of accounting operations with digital ruble in the conditions of development of the domestic market for digital financial assets. P. 76-83.

Abstract. Over the past years, in Russia, as well as throughout the world, there have been significant changes in the financial industry caused by the need of payment participants to increase the speed of transfers and payments, as well as the convenience and security of transactions. In order to meet the demands of society, Russia strives not to lag behind in development, but to keep up with modern trends in the financial sector. To this end, the Bank of Russia is implementing various infrastructure projects aimed at digitalizing business and the country's economy. The introduction of a digital national currency - the digital ruble - into the economy of our country in 2023 will significantly increase the stability and stability of the entire existing financial system and change the payment infrastructure. The study of theoretical principles was carried out through the use of such methods as observation, collection, generalization, systematization, the method of expert assessments, etc. The relevance of the topic is observed in a considerable number of publications devoted to innovations being introduced into the current procedure for maintaining records of funds and means of payment that are mandatory for use by economic entities and introducing appropriate changes into the accounting practices of organizations.

Keywords: Bank of Russia, digital ruble, cash, special platform of the Bank of Russia, electronic code, platform participant, accounting.

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Food quality and safety as an indicator of the country's food security. P. 84-93.

Abstract. To ensure food security, it is necessary not only to provide the population with the amount of food required in accordance with physiological standards, but also to ensure the safety, high quality of food products, and their compliance with the principles of healthy nutrition. The purpose of the study is to analyze the ongoing work in the implementation of the provisions of the Food Security Doctrine of the Russian Federation and the Strategy for Improving the Quality of Food Products in the Russian Federation until 2030, including in the field of ensuring the quality and safety of food products, stimulating manufacturers to produce healthy food products, as well as consumer demand for these products and high quality products. The work used a systematic search for regulatory documents and publications, methods such as comprehensive analysis, systematization and synthesis of information. The article is devoted to the study of measures taken to improve the quality and safety of food products, increase the production and consumption of healthy food products. The work analyzes standardized indicators of food safety, and studies the experience of individual countries in stimulating the production of products for a healthy diet. In Russia, work is underway to implement measures aimed at solving the problems of food security of the country. However, the measures taken are aimed primarily at achieving quantitative indicators of food security. Little attention is paid to improving the quality and safety of food products. To increase consumer demand for healthy food products, widespread promotion of the principles of proper nutrition is necessary, including training schoolchildren and students using additional general development programs, and educational events in work communities. The choice of consumers of higher quality domestic products can be facilitated by the popularization of the Russian Quality Mark, including through the use of the media. It is advisable to develop and

implement a comprehensive program to encourage manufacturers to produce healthy food products, including, among other things, the provision of tax benefits.

Keywords: food security, food quality, food safety, healthy eating.

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Customs activity of the Russian Federation: theory and practice of providing tariff preferences. P. 94-109.

Abstract. The activities of customs authorities (customs activities, CA) have historically been focused on ensuring the economic interests of the state. In the set of tools used by customs authorities, an important role is traditionally given to economic instruments of influence on foreign trade partners, which are mainly customs duties (CD). For this reason, at present, the importance of tariff preferences (TPR) is not only maintained, but also increased, the impact of which is to directly impact the volume of TP levied when goods pass through customs control (TC). The relevance of the topic of this study is due to the fact that despite the fact that, from an economic point of view, donor countries do not receive or receive incomplete income from the collection of import TP into state budgets, the expansion of foreign trade cooperation can help simplify the processes of reaching agreements in the field of foreign trade (FT), saturation of the domestic market with goods necessary for both national industry and the population, facilitating access of goods of national commodity producers to developed foreign commodity markets. However, at the same time, along with the need to ensure the quality and safety of goods imported from abroad, the problem of ensuring the legal, justified provision of TPR in accordance with the current rules is becoming more acute. The identified problem is also relevant for the Russian Federation (RF), which uses TPR as one of the instruments of customs regulation. The purpose of the study is to study the methodological and organizational foundations, as well as to assess the effectiveness of providing TPR in the Russian Federation, identifying related problems and possible ways to solve them. To achieve the stated goal, using a number of general scientific methods and techniques, namely theoretical, general logical, economic and statistical methods, the results of the activities of the customs authorities of the Russian Federation to ensure the reasonable provision of TPR in 2018–2022 were analyzed, related problems were identified and proposed some ways to solve them.

Keywords: TD, import of goods, import TP, developing countries, least developed countries, TPR, origin of goods (OG).

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Forecasting innovative industry development using the potential of neural network modeling. P. 110-118.

The paper is prepared within the framework of the state assignment of the Ministry of Science and Higher Education of the Russian Federation for the Institute of Economics of the Ural Branch of the Russian Academy of Sciences for 2021–2023.

Abstract. Today, the innovative path of industrial development implies a transition to the sixth technological structure, which is associated with revolutionary changes in the field of industrial technologies. The priority areas in this direction are the development and implementation of cyber-physical systems, artificial intelligence, industrial Internet, information technology, robotization, etc. The purpose of the article is to predict the innovative development of industry using the capabilities of neural network modeling based on the MatLAB software product. The subject of the study is neural network modeling of innovative industrial development. The acceleration of scientific and technological progress is characterized by large volumes of data, which is an essential element of intellectual activity. Large databases of information make it possible to provide high-accuracy forecasts based on modern mathematical tools, including neural network modeling, which is currently the most promising tool for solving many problems of any kind. To achieve this goal, the article solved the following problems: power and polynomial trend lines were constructed to predict indicators; a correlation analysis was carried out to determine the closeness of the relationship between the indicators; neural networks were trained using the MatLAB software product; The obtained forecast results were compared with the actual values of the indicators. The object of study is the industrial complex of the Russian Federation. The results obtained can be useful for improving methods and tools for forecasting trends in the innovative development of the country's industry.

Keywords: forecasting, innovative development, correlation analysis, neural network modeling, industry, research costs, MatLAB.

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Business models of companies: features and prospects for conceptual frameworks development. P. 119-127.

Abstract. Paradigmatic changes taking place today in the business environment of organizations give rise to an urgent need to find more effective ways of doing business based on a conceptual rethinking of existing approaches to the formation of business models. This search is based on the use of certain versions of the institutional approach, since it is aimed at building relatively stable connections that regulate various types of business activities of organizations with the help of informal norms and formal rules. However, despite the large number of studies on business models, the institutional aspect of their creation is little studied; What remains beyond due attention is the consideration of the paradigmatic features of the versions of the institutional approach used, which generate fragmented theoretical descriptions of companies' business models. The purpose of the article is to develop a conceptual approach to building a business model of enterprises based on rethinking the existing research paradigm. The proposed conceptual approach, based on constructivist logic, makes it possible to abandon the use of common analytical interpretations of business models that are exogenous in their status. It contributes to the formation of a holistic vision of the processes of constructing the structural elements of business models of enterprises and the development of theoretical and methodological tools focused on creating, based on achieving a balance of private and public interests, strategic advantages in accordance with modern trends in changing the business environment.

Keywords: institutional approach, business model, corporate strategy, competitiveness, economic values, innovation.

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Features of foreign trade in agricultural equipment in Russia. P. 128-138.

Abstract. Russia is part of the global market for agricultural machinery, equipment and components. If in the USSR up to 90% of the market was provided by domestic equipment, then in the post-perestroika period the country became dependent on imports and is a major importer of agricultural equipment. At the same time, domestic manufacturers export equipment to many countries around the world. However, the volumes of import and export are incommensurable. Thus, in 2021, the volume of imports amounted to 2.8 billion euros, and the volume of exports – 21 billion rubles. In recent years, processes in the agricultural machinery market have been unstable and rapidly changing and are caused by the influence of external factors. The purpose of the study is to trace the features of foreign trade in agricultural machinery in Russia. Abstract-logical, monographic, graphic, analytical and other methods of general scientific research were used. Data from the StatImEx.Ru portal, the statistical service of the European Union (Eurostat), and specialized Russian and foreign unions were analyzed. In 2021-2023 there was a break in supply chains. Under these conditions, dealers replaced some suppliers from the USA, EU, Japan and Canada with suppliers from China, Turkey, Argentina, India, and Iran. To reduce the negative consequences of sanctions, the Russian Government allowed parallel imports of certain brands of agricultural machinery and limited the export of critical groups of agricultural machinery. Tariff and non-tariff regulation measures are aimed at protecting domestic producers of agricultural machinery and the interests of agricultural producers, maintaining a balance between supply and demand.

Keywords: import and export of agricultural machinery and equipment, state regulation of foreign trade in machinery and equipment for agriculture, agricultural machinery market.

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Disproportions in regional development under the system transformations conditions. P. 139-151.

Abstract. The article reveals the features of regional imbalances, their criteria and reasons for their occurrence. It has been determined that a number of contradictions in regional development are observed in the formation of the gross regional product, foreign economic activity, and the implementation of migration policy. The author focuses special attention on the leading and outsider regions in the field of socio-economic development and investment attractiveness. It was revealed in which regions there is an increase in foreign economic activity in the agricultural sector, and in which there is a decrease in population. Progressive measures and activities are proposed in the field of reducing imbalances in socio-economic development in modern conditions of systemic transformations in the territorial economies. Attention is paid to priority areas of socio-economic development, including the implementation of small business programs and public administration activities. The tools for assistance in creating infrastructure support in the development of entrepreneurial business initiatives based on small businesses obtaining microloans for the development of their own business are revealed. The directions of foreign economic development of the regions are identified, including their maximum potential and export-oriented production. It has been established that in order to improve the financial viability of the territories, it is necessary to streamline inter-budgetary relations and create an effective fiscal framework based on local budgets with the involvement of extra-budgetary resources. The purpose of the article is to identify the cause-and-effect relationships of the formation of imbalances in the socio-economic development of the country's regions with the

identification of the main measures to overcome them. In the process of research, methodological tools were used for grouping, determining disproportions in regional development in the context of systemic transformations, methods of statistical and strategic analysis to study and evaluate a number of indicators of socio-economic potential and strategic vision of the development prospects of Russian regions.

Keywords: development imbalances, regional development, system of transformations, financial solvency.

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Social infrastructure of the RF regions: institutional and infrastructure aspects. P. 152-165.

The article was prepared as part of the state assignment of the Ministry of Science and Higher Education of the Russian Federation for the Institute of Economics of the Ural Branch of the Russian Academy of Sciences for 2021–2023.

Abstract. Social infrastructure in the regional aspect of development creates the conditions for improving the quality of life of the population, ensures the availability and quality of social services, creates conditions for the diversified development of citizens and promotes social justice. Social infrastructure is a key element in meeting the diverse needs of the population and improving the quality of life. The purpose of the study is to consider the social infrastructure of the regions of the Russian Federation from the position of institutional and infrastructural support for its development. It is a high-quality institutional environment and developed infrastructure that are the most important conditions for ensuring the quality of life of the population of Russian regions. The methodological basis of the study is the methods of economic analysis: synthesis, observation, comparative analysis, statistical analysis. This scientific article presents the results of a study in two regions of the Russian Federation: one each from a group of leaders and outsiders identified based on the results of a previous study. Within the framework of this study, two components of social infrastructure were analyzed: education and health care, since they ensure the realization of the basic needs of people. They not only influence the competitiveness and attractiveness of the territory for the population, but also directly affect the quality of life of the population. The study presents the regional development of social infrastructure based on institutional and infrastructural support. The study of the development of social infrastructure is shown through its components such as healthcare and education. The development of social infrastructure in Russian regions is presented by indicators in dynamics.

Keywords: social infrastructure, quality of life of the population, institutional and infrastructural support.

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Enterprise economic security risk management: methodological aspect. P. 166-177.

Abstract. The purpose of this study is to develop certain methodological provisions for managing the risks of economic security of an enterprise in terms of the formation of its subject and structuring of interrelated system components (theoretical, normative, technological, methodological) with the characteristics of their elemental components. The study was based on the provisions of the systems approach in the logic of the cause-and-effect relationship of the components of the process of forming the subject of risk management for the economic security of an enterprise and their decomposition according to the criterion of exposure to management with the structure of system management components and the characteristics of their constituent elements. The work implements methods of genetic, morphological, content analysis, risk

management, literature review, scientific controversy, logical modeling, graphical visualization, evidence-based argumentation of conclusions. The reasons for updating risk management of an enterprise's economic security in the context of increasing turbulence in the business environment are identified and substantiated. The components of the process of forming the subject of risk management for the economic security of an enterprise are presented, decomposed according to the criterion of exposure to management, divided into uncontrollable (uncertainty of a turbulent business environment and risk factors) and controllable (risks (with specification of their characteristics and signs) and threats to economic security). The structure and interrelation of system components of enterprise economic security risk management (theoretical, normative, technological, methodological) is visualized and their elemental components are characterized.

Keywords: economic security of an enterprise, economic security risks, economic security risk management, subject of management, system components of management.

Economy of Labor and Labor Relations

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Directions for action in the presence of toxic employees in the organization. P. 178-187.

Abstract. The purpose of the study is to analyze the prevalence of the phenomenon of “toxicity”, consider the types of toxic employees, the characteristics of their behavior and recommendations for interacting with them, as well as explain the directions of action identified by the author when interacting with toxic people in the company. The author of the article used the following research methods: general scientific (identification of problems, analysis, comparison, systematization, generalization, conclusions); empirical (evaluation of expert opinion, study of experience); dialectical, systemic and complex methodological approaches. The article analyzes the spread of “toxicity” among company employees and examines their characteristics. It is known that the presence of toxic colleagues in a team leads to an unhealthy atmosphere, which can reduce productivity and provoke a desire to quit. The author of the article proposes four areas of action aimed at solving the problem of the presence of toxic employees in the team: working with clients, with the team, directly with toxic employees, and the work of the manager in self-improvement of the skills of a successful manager. As a result, this will allow for more productive work and communication with such employees, both from management and from colleagues. The article also provides recommendations and methods for interacting with toxic employees.

Keywords: personnel management, toxic environment, toxic unbearable employees, team atmosphere, labor discipline.

Marketing, Commerce and Logistics

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Proactive orientation of marketing and management capabilities in the process of project management in organizations of the state and municipal sphere in the new economic reality. P. 188-204.

Abstract. The article presents the importance of studying the essential aspects of the development of proactive management activities, implemented through marketing and management capabilities in the process of project management in state and municipal organizations. The purpose of the study is to study the content and specific features of a proactive orientation in the process of identifying marketing and management opportunities that must be taken into account in the process of implementing project management in state and municipal organizations. The study was based on a combination of general and special methods, including a systematic approach. The results were obtained on the basis of techniques and methods of classification, generalization, comparison, information retrieval methods, review of literature sources, theoretical generalization and systematization, abstraction. The key role of proactive management is substantiated, providing a high-quality format for effective management in real time. It is proved that the developed methodology and technologies for proactive management in the process of functioning of organizations have received wide practical implementation in various subject areas, including in state and municipal management organizations. Attention is drawn to opportunity management, marketing and management capabilities. The great importance of project methodology for the effective development of state and municipal organizations is noted. The contract strategy is presented as one of the key tools for successful project management.

Keywords: proactivity, signs of proactive activity, proactive management, proactive approach, proactive tools, proactive company, proactive behavior, opportunity management, marketing capabilities of the organization, contract management, project management.

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Research of the advertising activities effectiveness in the internet environment (Telegram as a case study). P. 205-216.

Abstract. In the context of digitalization of all spheres of the national economy, many business owners began to use various Internet platforms for advertising, among which Telegram has recently become one of the most popular. The popularity of the service, due to low competition within the messenger, concentration of a solvent target audience, and provision of potential advertisers with several options for advertising, including free ones, has grown significantly due to the blocking of a number of foreign digital platforms in Russia. The purpose of this article is to study, using the example of the Telegram messenger, the effectiveness of advertising activities in the Internet environment to substantiate the directions for its improvement. The study used general scientific and economic-statistical methods of data processing, the use of which made it possible to determine the features of the development of Telegram as an effective Internet platform for advertising. The article analyzes the target audience of Telegram according to a number of segmentation criteria, examines the structure of demand from advertisers by type of business (small, medium, large) and the amount of advertising costs; the main types of advertising formats implemented on the Telegram platform are characterized from the standpoint of their advantages and disadvantages, analytical tools and indicators for assessing the effectiveness of advertising communications are systematized.

Keywords: telegram, online advertising, advertising formats, advertising effectiveness, target audience of Internet platforms.

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Content, features and problems of marketing control function implementing in modern educational organizations. P. 217-224.

Abstract. The relevance of the research carried out in the article is due to the growing interest in issues of marketing control in modern educational organizations of higher education, increased competition between universities, changes in the landscape of 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 study the content and identify the specific features of the industry and the peculiarities of the educational market conditions, which must be taken into account in the process of implementing the function of marketing control in modern educational organizations. Research methods: techniques and methods of classification, aggregation and generalization, comparison and expert assessments and substantiation of conclusions. Research results: the main approaches to the content and place of marketing control in the marketing management system in an educational organization are determined, the relationship between the quality management system and marketing control is substantiated, the features and directions for the implementation of marketing control in the activities of modern educational organizations of higher education are highlighted, an option for implementing the marketing control function is proposed with the involvement of participants in the processes being implemented. The conducted research made it possible to establish the content, features and problems of implementing marketing control aimed at increasing the socio-economic efficiency of an educational organization. The results of the study can be used in the process of forming the marketing policy of higher education organizations.

Keywords: marketing, marketing control, marketing strategy, marketing activities, marketing control tools, educational organizations of higher education, higher school.

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Methodology for conducting oculographic neuromarketing research. P. 225-237.

Abstract. The article reveals the sequence of oculographic (eye-tracking) observations in the field of consumer behavior and purchasing preferences. The procedures for setting goals and putting forward hierarchically and meaningfully related research hypotheses for solving applied scientific and business problems based on oculographic neuromarketing research are described. The structure of the research plan and the features of its preparation are given, taking into account the accumulated many years of empirical experience and the specifics of the analysis of customer behavior scenarios in retail stores and the service sector. In particular, the possibilities and procedure for combining eye-tracking observation, in-depth interviewing and questioning are described; formation and justification of small samples (8–60 respondents) using the 4Vs inductive technique (Volume – volume, Variety – diversity, Veracity – reliability, Velocity – speed) from

IBM. The connection between oculographic observation metrics and the limitations of marketing information (clarity, reliability, involvement) and human cognitive mental processes is revealed in detail. It explains how you can measure (evaluate) clarity and attention, reliability and memorability, involvement and interest of the object being studied. Incorrect and successful solutions when preparing oculographic observations are given. Finally, common difficulties are listed that the proposed methodology also allows to overcome.

Keywords: oculography, eye tracking, neuromarketing, research methodology.

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Communication policy of regional internet media of the Belgorod region in social networks. P. 238-252.

Abstract. Today humanity lives in a time of complete dependence on the media environment. As a result, journalism and the media must focus on universally serving the information interests of the audience, so journalism often has to reorient itself from traditional media to the Internet. However, at present we observe that not all online publications are able to solve their functional and production problems on the Internet, as a mass communication channel of our time. An acute problem arises in correctly applying traditional approaches to organizing advertising activities, which exist, for example, in print media and publications on the Internet. The relevance of the study is due, on the one hand, to the increasing role of the Internet in communications, and on the other hand, to the generally greater trust in Internet media on the part of Internet users. The purpose of the study is to identify policy factors of an online publication that influence the communication indicators of its effectiveness, which, in turn, determines the degree of attractiveness of online media for advertisers. The specifics of social networks, as a rule, are integrated into the information agenda of Belgorod media, and in one way or another influence the content. It is noted that the implementation of Internet information resources of their functionality is possible thanks not only to communication policy, but also to economic stability. The article provides a comparative analysis of the communication policy of two popular regional online publications - Fonar.tv and Belnovosti.ru, identifying aspects of the communication policy that determine the degree of interest of potential advertisers in using the publication and its communities on social networks as an advertising platform.

Keywords: media, communication, communication policy, Internet media, social networks, online publications, Internet resource, journalistic ethics, content analysis, rating, Belgorod media, media effectiveness, journalism, communication channel, advertising activities, regional media, source of information, account, media consumption.

Cooperation and Entrepreneurship

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Socially responsible business of consumer cooperation organizations. P. 253-263.

Abstract. The increasing complexity of the business environment, due to the coincidence of negative external and internal factors over time, clearly demonstrated the need for widespread involvement of business structures in solving social problems of society, previously attributed to the functionality of the state, and led to the formation of a special type of business - socially responsible. The purpose of the study was to identify barriers to the development of socially responsible business in consumer cooperation organizations, argued based on the results of studying its practice. The research methodology was formed on the basis of the principles of the theory of cooperation, which provides an understanding of the dual nature of the social and economic activities of cooperation in their interrelation and interdependence, as well as the fundamental ideas of the concept of social responsibility, popularized in the business community at the present stage of its development. The work uses methods of literature review, content and contextual analysis, argumentation of the author's position, and benchmarking of best practices in relation to the subject of research. The essence of social responsibility of business and its relationship with corporate social responsibility of business are clarified. The boundaries of social responsibility of business are specified from the perspective of various approaches to their definition - liberal, traditional, socially oriented, strategic, integrated. The main barriers to the development of socially responsible business of consumer cooperation organizations are identified and argued: legal illegitimacy of the cooperative sector of the economy; the duality of the legal status of consumer cooperation organizations (consumer cooperatives); diversity of socio-economic interests of stakeholders in socially responsible business of consumer cooperation organizations.

Keywords: social responsibility, socially responsible business, consumer cooperation organizations, social mission of consumer cooperation.

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On the problem of determining the determining processes of the consumer cooperation organizations competitive potential development. P. 264-275.

Abstract. The purpose of the study was to implement the provisions of the process and deterministic approaches in relation to determining the processes of development of the competitive potential of consumer cooperation organizations that are adequate to the trends in the development of the competitive environment of their activities, which have a determining influence on the result of the implementation of the target process – the development of competitive potential. The research was based on the theories of competition and cooperation, process and deterministic approaches that form the epistemology of the competitive potential of consumer cooperation organizations and processes that have a determining influence on its development. The basic methods for conducting research are the study of existing approaches to solving the problem posed, their content and contextual analysis; formation of the author's position and its argumentation; trend analysis of the competitive environment for the activities of consumer cooperation organizations; establishing a cause-and-effect relationship between the determinants and processes of goal achievement in relation to the development of competitive potential. A brief

description of the main trends in the development of the competitive environment for the activities of consumer cooperation organizations is presented. The dominance of the activity component in expanding the investment, analytical, digital and personnel functionality of consumer cooperation organizations is substantiated to achieve the goal of developing their competitive potential. The processes that are of decisive importance for the development of the competitive potential of consumer cooperation organizations, represented by the diversification of investment sources of financing the activities of consumer societies, have been identified and argued; creation of regional business analytical centers; formation of a digital portfolio of organizations; reformatting the system of continuous professional education of workers to online resources for the rapid formation of new competencies and flexible skills.

Keywords: consumer cooperation organizations, competitive potential, determining processes of development of competitive potential.

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Methodological approaches to assessing the quality of service for credit co-operatives' shareholders as a tool for increasing their socio-economic efficiency. P. 276-284.

Abstract. The purpose of the study is to develop methodological approaches for assessing the quality of service to shareholders of credit cooperatives (CCCs) to improve the socio-economic efficiency of the activities of the CCCs. The study used the socio-economic method of questioning, as well as statistical methods: coefficient method, index method, method of average values. To determine the main characteristics of the quality of service to shareholders, a questionnaire developed by the authors was used. The survey examined the opinions of 126 respondents. The main parameters that negatively affect the quality of service for shareholders when opening savings are: unfair informing of shareholders about the conditions of the cooperative's savings; non-transparent pricing of cooperative savings; imposing additional products when opening savings (tied sales). Based on these criteria, the authors developed indicators characterizing the level of dishonest information to shareholders; the level of non-transparent pricing for savings of a credit consumer cooperative and the level of related sales. These indicators served as the basis for determining indicators for a comprehensive assessment of the quality of service for shareholders when opening savings in a credit cooperative. The presented methodology is easy to interpret the obtained values and allows you to accurately determine whether the level of quality of service for shareholders is improving or decreasing. The disadvantage of the methodology is the complexity and relative labor intensity of obtaining initial data (for example, the number of complaints from shareholders about a credit cooperative).

Keywords: credit cooperative, shareholder, quality of service, savings.